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INSCOM JOURNAL



- U.S. Army Intelligence and Security Command Senior Leaders
- INSCOM Employees Receive Command Awards
- Art Opens Up a New World



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Cover Photo: *Spc. Theodore Schwarz directs another soldier to a covered position as their squad consolidates after reacting to indirect fire. (Photo by Capt. Kurt Sturr)*

Spiritual Fitness

By Sgt. 1st Class Joseph P. Millraney

The three components of total fitness are mental, physical and spiritual. All three of these are necessary for the well-rounded soldier that the Army so needs in these changing times. While mental fitness lends itself to attaining maturity, taking initiative and getting education, physical fitness manifests itself in the agility, strength and stamina that soldiers exhibit. However spiritual fitness is the glue that holds it all together.

While I listed spiritual fitness last, in my opinion, it certainly should be first. Spiritual fitness manifests itself in the conscious moral decisions that pervade our lives. When a soldier is spiritually fit, he/she doesn't need anyone to tell him/her how to treat superiors or subordinates. Superiors and subordinates act the way they want to be treated. Doing things right and best the first time is what is important.

Our soldiers become spiritually unfit when they are neglected, and their well being is considered as secondary to everything else around them. I've often said that if we, as NCOs and leaders, take care of our soldiers, our soldiers will take care of the mission.

I still believe this to be true. Everyone wants to feel as though someone really cares about them, and when we look out for them, they see it. When we are spiritually fit, we seek good for everyone.

When the chaplain's office offers spiritual adventure training, soldiers are given the opportunity to get back to their roots for the purpose of making them better soldiers. We are giving them the chance to get back to where they came from and to realize that they all were once at the bottom. We are taking them back to the point from which they said that they would make changes if they got to the top. It's not only a day away from work, it's a starting over.

We often take God out of the whole thing that is spiritual fitness and make it secular. Of course, it is the fuel that fires moral courage, but it's much more. To limit it just to the temporal is to limit its effects. While spiritual fitness is directed at the soldier, it's not only for him/her. It is for the family as well. That which makes the soldier whole, creates that same wholeness for the family. There isn't any way that you can take care of one without taking care of the other. That just makes good sense. But, we can't neglect the spiri-

tual fitness of the single soldier. They often see the Army in terms of its married soldiers, to the exclusion of themselves. They, however, are a vital part of the Army and their spiritual fitness is important too. Programs need to be developed that take into account these soldiers as well.

But neglecting one's spiritual fitness because programs are for either married or single soldiers is to deny a very basic need every soldier has. To be the well-rounded soldier that we want to be means having a sense of direction for one's life. That sense of direction has to have a spiritual dimension. Outside of that spiritual dimension, life has no meaning and the accomplishment of the greater good of all soldiers becomes flat. I joined the Army to leave it better than I found it. My purpose in the Army is to be caring and concerned where no one else might be, not because I, too, am a soldier or an NCO, but because that's what I was called to do. As I want to be spiritually fit, I want others to be as well. So, get involved! Get spiritually fit! ✕

Sgt. 1st Class Millraney is the INSCOM Chaplain's Assistant.



Excellence in INSCOM

Maj. Gen. Paul E. Menoher Jr.

I have just completed my first month in command of INSCOM, and during that time, I have visited our 66th, 500th, 501st, and 703rd Military Intelligence Brigades, and our soldiers at Bad Aibling and Menwith Hill Stations in Europe. During those visits, I also met with senior representatives of the commands we support and with the heads of several allied intelligence organizations with whom we work. Finally, I have received orientations and several issue-specific briefings from the INSCOM Headquarters staff and our Foreign Intelligence Command.

In all of my activities this past month, I have been struck by: 1) the superb talent and professionalism of our personnel, military and civilian; 2) the great, command-wide initiatives that improve our operational capabilities while better supporting our personnel; 3) the tremendous enthusiasm and pride our people have in knowing they are performing important missions and doing them all well; and 4) the exceptional relationships we have established with our customers and allies, and the uniform level of satisfaction they have with the support we are providing. To merely say that I am pleased with what I have seen in INSCOM to date would be a terrible understatement, and I know I will be just as pleased when I get to see the rest of the elements of this command.

My major thrust in visiting our units is to ensure that each has thought through fully what must be done to support warfighting commanders in the execution of the full range of their contingency missions, and is participating in appropriate exercises to refine these plans. Every soldier in this command is

subject to being committed to support contingency operations with very short notice, and our challenge is to be individually and collectively ready. Whether it is a Just Cause, Desert Storm, Restore Hope or some other type of operation, INSCOM units and soldiers are very likely to be called upon early. Our leaders must ensure their units, sections and soldiers are always ready, and know not only what they must do, but how to do it right. My challenge to all leaders is that they must be able to look at themselves in the mirror and say, "I have done everything I possibly could to prepare my soldiers to go into harm's way, perform the mission, and survive." If leaders can't do that, they have work to do, and they'd better get on with it, because that is the essence of taking care of soldiers.

I also had many opportunities to talk to our people in my various visits, and I can't tell you how special that is for me. Our soldiers and civilians are so talented, and they never cease to amaze me with what they can do. Earlier this month we recognized outstanding civilians and some military action officers for their superb accomplishments, and on Sept. 23 we recognized the INSCOM NCO and Soldier of the Year which are extraordinary honors. While all of these honorees are absolutely deserving, from what I've seen in my visits thus far, every member of this command is a winner and deserving of special recognition. My hat is off to all of you, and I can only say thank you for the great work you are doing every day.

There is one other dynamic that I observed on my initial round of visits, and that was widespread concern over



all of the changes or threat of changes affecting the Army and INSCOM. I understand how unsettling that can be; consequently, I am going to use several vehicles to try to keep you as accurately and fully informed as I possibly can. I intend to hold regular Town Hall meetings for INSCOM HQ personnel and have encouraged MSC commanders to do the same for their units; I will use the *INSCOM Journal* to pass on unclassified information, and will send frequent messages to the field to pass on any classified data. My intent is to ensure each of you has the information you need to make informed career decisions. The other thing I pledge to you is that to the extent that we can manage change, we will do so aggressively to protect critical capabilities and take care of people. At the risk of repeating myself, no commander who understands what INSCOM can do for him will ever knowingly want to go to war or deploy on a contingency operation without us. We must protect our capabilities to do that in every theater and the people who bring those capabilities to life. ✕

The Future of Military Intelligence — Retraining Retains Top Soldiers

Command Sgt. Maj. Art Johnson

As our Army continues to draw-down and reshape, it is important that every soldier stay informed of the changes taking place in their career field — be pro-active. Just about every one of our MI MOSs, in one way or another, will feel the effects of the drawdown. We will reduce some MOSs, realign others and bring new ones on-line. By staying informed you will be able to make smart career decisions.

***By staying
informed you
will be able to
make smart
career decisions ...
Don't get caught
in a "Catch-22"
situation that
leaves you with
zero options.***

I want to again bring up the reduction in MOS 98G with controlled languages, Russian, German and Czech. These languages are overstrength, and as long as they remain overstrength,

promotions will be slow, if at all. To reduce the overage, language retraining is available for those who qualify. Soldiers requiring retraining may opt for Arabic, Spanish, or Vietnamese. Once the overstrength languages become balanced, the retraining will be discontinued. The following criteria has been set:

- PMOS — 98G
- Control languages — RU, GM, CX
- All ranks are eligible
- DLAT/DLAB score not lower than 100 for Arabic or Vietnamese, or 89 for Spanish
- Must be PCS-eligible
- Meet criteria outlined in AR 614-200 and all reenlistment criteria

Soldiers must apply by DA Form 4187, enclosing DA Forms 2A and 2-1, and DLAT/DLAB results. The proper channels must be used for this process and they are:

1. Soldier submits completed application to their unit S1.
2. Unit commander reviews application.
3. Soldier actions section reviews criteria and forwards completed application to PERSCOM, ATTN: TAPC-EPL-M.



4. PERSCOM reviews application and notifies unit with decision reference retraining.

5. Unit notifies the soldier.

I encourage soldiers holding these languages to contact SFC Allen or SSG Cebollero at DSN 221-0076. Don't get caught in a "Catch-22" situation that leaves you with zero options.

Our Military Intelligence Branch has published a message (DTG 090745Z Apr 93), SUBJECT: *Retraining of 98G with Controlled Languages of Russian, Czech and German*. It would be to the advantage of soldiers who fall into this category to read this message; get a copy from your first sergeant.

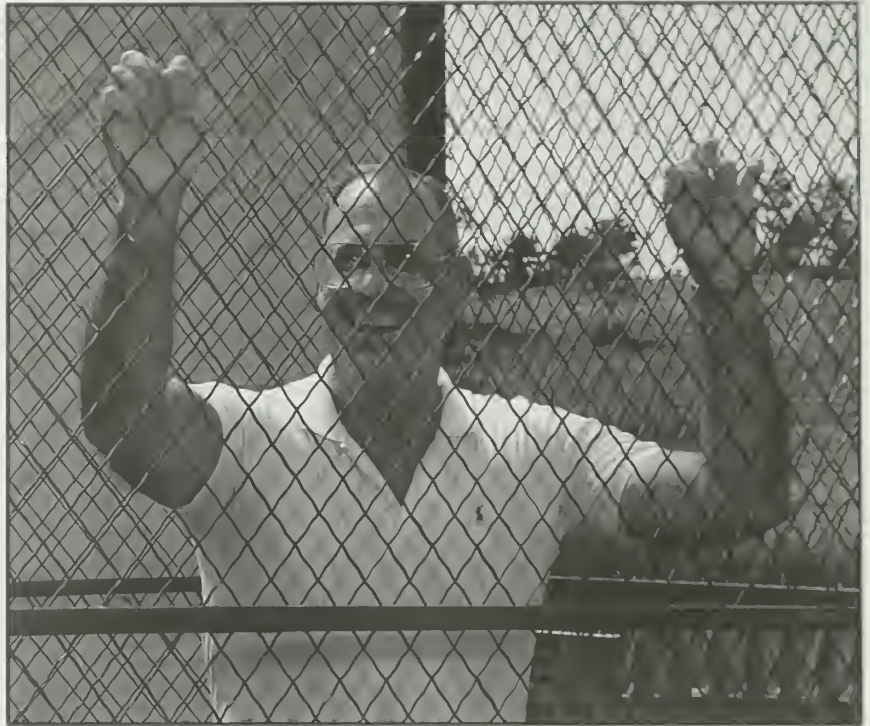
I look forward to spending time with you as I visit our units. Keep in mind that this is *our* Army, and we are charged with keeping it strong and ready. ✕



Why is
this man
smiling?
Because...

INSCOM People Have Their Day in the Sun

Photos by Jose Santa Cruz



(Above) Maj. Gen. Paul E. Menoher peers out from behind the "bars" of the INSCOM "Jail."



(Left) Ronald A. Altman, from the Office of the Deputy Chief of Staff for Logistics, waits for someone with a good aim to drop him into the dunk tank.

(Below) The INSCOM kids all seemed to have a "swinging" time, like this talented hula-hooper.



By Ellen Camner

The grown-ups and kids of the U.S. Army Intelligence and Security Command had their day in the sun at the annual August "INSCOM Day" picnic at the command's headquarters on Fort Belvoir.

The crowd was big, the food was great, and so was the music provided by the First U.S. Army Band.

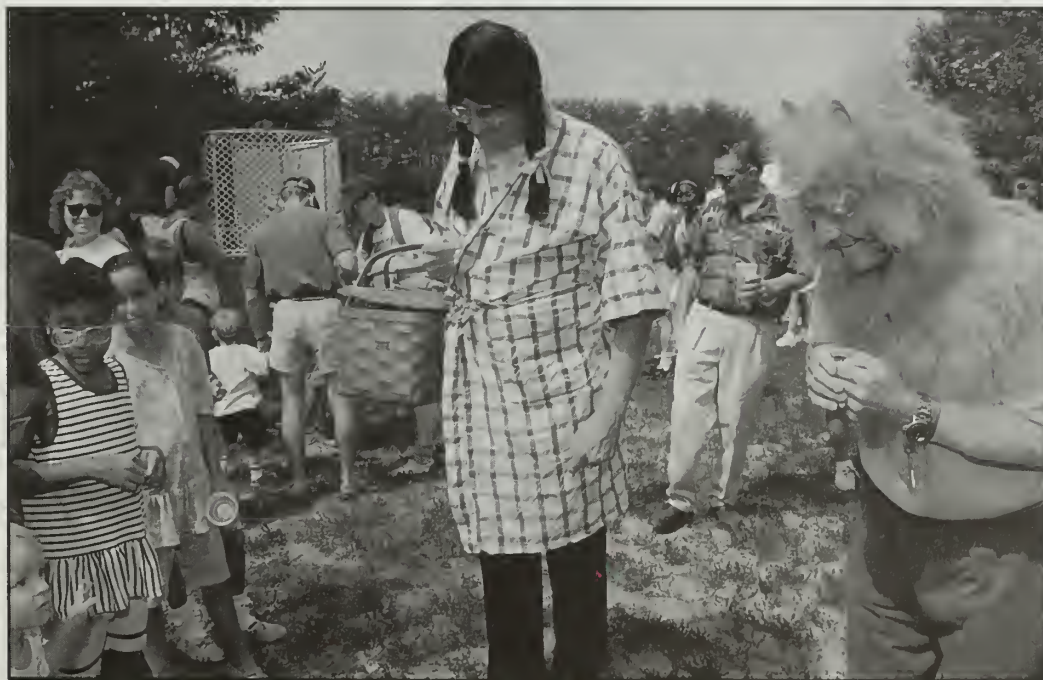
The day began with an awards program and a 10 kilometer run.

There was a wide range of activities for everyone — a volleyball tournament and tug-of-war, basketball and softball, golf, a dance contest, the INSCOM "Jail," — and, of course, the dunk tank. That always draws crowds. It's the only chance INSCOM people get to tell their fellow employees — and even superiors in the Command Group — "You're all wet!"

Although the weather was a bit muggy, the INSCOM chaplain managed to help keep away the rain that had been projected, and by all accounts, "a good time was had by all," as they say. ✕



(Above) The official "Deputy Jailer" carts Maj. Gen. Menoher off to "jail" to await some kind soul to bail him out.



At least one cute little guy didn't know quite what to think of "Dorothy" and the "Cowardly Lion" (a.k.a. INSCOM Deputy Chief of Staff Malcolm L. Hollingsworth and Paul D. Sutton).



Chief Warrant Officer Marilyn Feldnake and passenger sample some pickles from the barrel.

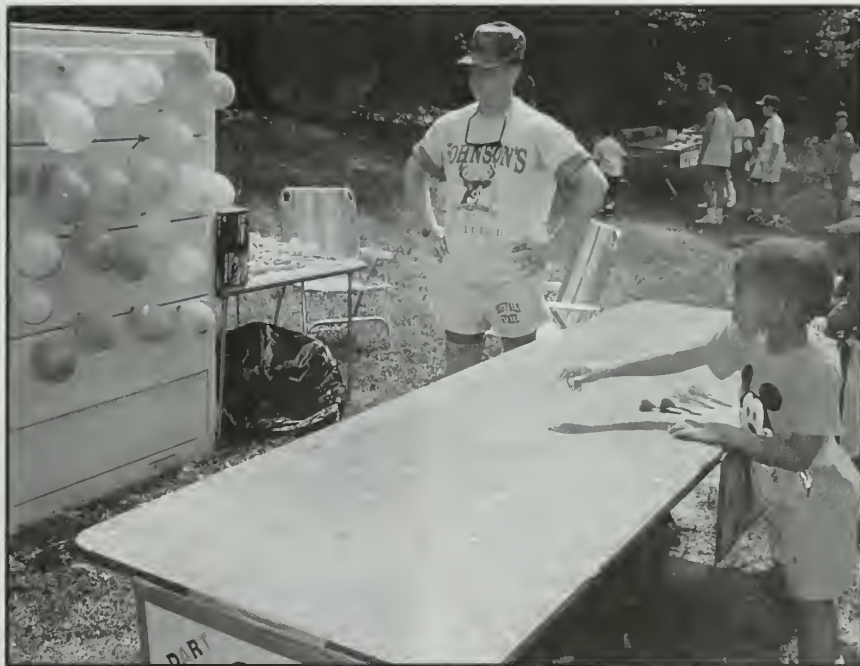
(Above left) Johnny Herndon (left) and J. Richard Love dish up the INSCOM Day weenies.

(Below) Master Sgt. Bruce E. Brown takes on most of INSCOM Support Battalion, as he battles Sgt. 1st Class Patrick J. Lonergan, Capt. Steven P. Nelson, Sgt. 1st Class Dean P. Kelly, Master Sgt. Robin Taylor and Sgt. 1st Class Chris L. Nolan in the tug-of-war.





(Top left) Kirk H. Logie III concentrates on making the proper selection at the "goodies table."

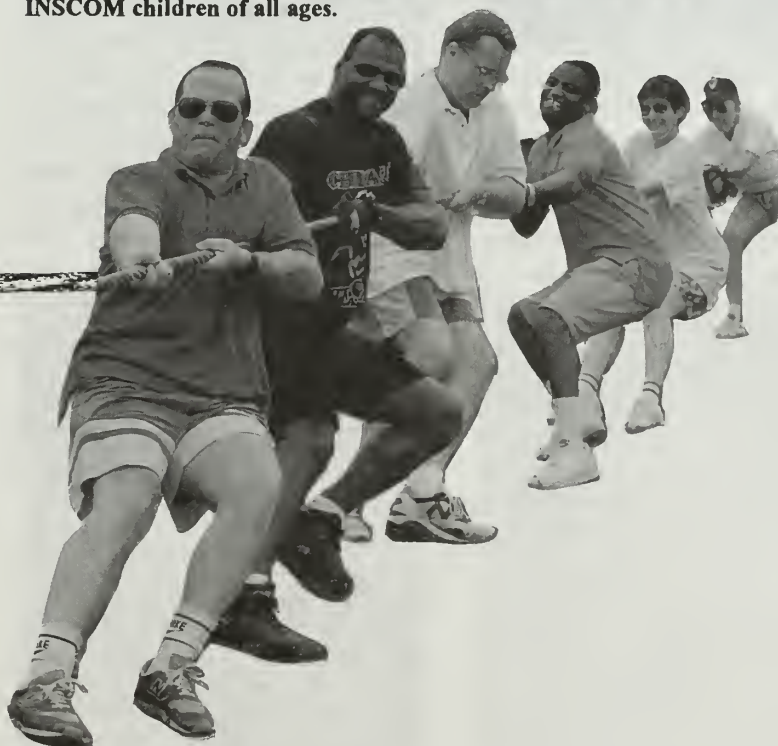


(Top right) Capt. Bruce A. Baehre watches a sharpshooter try to break a balloon for a prize.

(Right) Syraida Morales (left) and Chief Warrant Officer David W. Deaton dish up some tasty victuals while Elizabeth (center) waits patiently for her dad to fix her plate.



(Bottom right) Mitsuko Mask hands out cotton candy, a big favorite with INSCOM children of all ages.



INSCOM Employees Receive Command Awards

By Phoebe Russo and Jack Ebert

The Annual Command Awards Program presentation, held on Aug. 20, 1993, in conjunction with Organization Day activities, recognized major accomplishments of INSCOM's military and civilian employees in the executive, professional, technical, clerical, and wage grade fields.

Malcolm L. Hollingsworth, INSCOM's Deputy Chief of Staff, served as master of ceremonies, reading the citations as Maj. Gen. Paul E. Menoher Jr., INSCOM's commander, presented an award to each recipient.

These included the Albert W. Small Award, the Colonel Richard F. Judge Military/Civilian Team Improvement Award, the Jackie Keith Action Officer of the Year Award, the Virginia McDill Award, the Local National Employee of the Year Award, the Equal Employment Opportunity Award, the Annual Wage Grade Award, and two Volunteer of the Year Awards. A special tribute was accorded six World War II veterans of the 2nd Signal Service Battalion.

Prior to the presentation, Hollingsworth said, "Today we acknowledge the people of INSCOM — those individuals, military and civilian, who do their part to ensure the command accomplishes its mission day after day. This year's nominations were worldwide, indicative that commanders and staff heads support the Annual Command Awards Program."

Albert W. Small Award

The Albert W. Small Award is presented to a civilian member of the

command in recognition of contributions that are exceptionally meritorious, worthy of special acclaim and which had a direct bearing on INSCOM.



James D. Smith

James D. Smith, Office of the Deputy Chief of Staff for Operations, was this year's winner. Some of Smith's contributions to INSCOM's mission included SIGINT support to war-fighters well into the next century; he identified and developed new collection sources, methods, and procedures; developed and coordinated concepts and implementation strategies to leverage robust national system capabilities on behalf of the Army; maximized utilization of diminishing resources through redirection of residual manpower resources; became a principal architect in a series of complex initiatives paving the way for INSCOM's assumption of executive authority for a key national mission capability; determined the potential for coverage of vital targets lost to

conventional means of collection; developed a resourcing strategy to support manpower requirements; identified critical skills by MOS and grade to match manpower-to-mission needs; identified a management structure to assure smooth transition and efficient operations; and played a key role in coordinating new programs through briefings to decision makers in DoD and national-level agencies.

Colonel Richard F. Judge Military/Civilian Team Improvement Award

This award is given to two INSCOM employees — one military and one civilian — who contributed most to the improvement of the "One Army Military/Civilian Team" concept within INSCOM. The award is named in honor of Col. Richard F. Judge who was instrumental in fostering integration of reservists, active duty military and civilian personnel into a total Army team.



Sgt. 1st Class John D. Henry

Sgt. 1st Class John D. Henry, Office of the Deputy Chief of Staff for Logistics, was instrumental in developing and sustaining a cohesive team of logisticians consisting of military and civilian civil service and contractor personnel who supported Trojan operations around the world. He proposed integration of an overseas Trojan Communications System into the Trojan Support Network. This action saved the Army approximately \$25,000 per month. He is also the interface between user units and supporting organizations.



Takashi Kawachi

Takashi Kawachi, 66th MI Brigade, supervised 20 military and civilian employees and forged a strong team which provided outstanding support to the U.S. Forces in Berlin, the 66th MI Brigade and INSCOM. He ensured unit cohesiveness by promoting equal recognition for each employee; his Family Care Support Plan addressed civilian employee family care support needs; he initiated activities to bring unit members together in non-duty hours during periods of drawdown; and he refurbished office and other areas for the benefit of his employees.

Jackie Keith Action Officer of the Year Award

The two winners of this award, which recognizes singularly significant achievements for which the indi-



Roxanne V. Hammond

vidual is primarily responsible, are **Roxanne V. Hammond** and **Patricia A. Starkey**.

Hammond, Office of the Assistant Deputy Chief of Staff for Operations - Counterintelligence, changed and dramatically improved the security, investigation and counterintelligence missions INSCOM conducts in support of the U.S. Army and the Department of Defense. Chief among these were the Congressionally-mandated Army Acquisition Systems Protection Program, a new INSCOM mission that entails providing counterintelligence support and threat assessments during the acquisition phase of RDT&E programs. Even though Congress appropriated \$2.5 million in funding for the 1992/93 fiscal years, DoD stipulated that support and fur-



Patricia A. Starkey

ther funding would be a service responsibility. Hammond was able to secure short-term funds, giving her time to obtain an additional \$8 million per year in long-term funding.

Starkey, Office of the Deputy Chief of Staff for Logistics, provided direct and indirect support to operational missions. As INSCOM's coordinator, Starkey managed almost 200 separate interservice support agreements.

Drawdowns have forced Army commands to reduce services and charge tenants like INSCOM for these even though DA/DoD guidance states that support should be provided on a non-reimbursable basis. Starkey was able to get the original demands for annual reimbursement lowered significantly. Even though Department of Army has not come up with an assessment of the real value of this support, it is estimated that it exceeds \$37 million annually. She also helped Europe-based INSCOM units participate in the resource decision-making cycle.

In addition, she was the action officer for the 1992 INSCOM Commanders' Conference, which was hailed as the best ever held. Her planning strategy was used as a model for the 1993 Commanders' Conference.

Virginia McDill Award

Laurie A. Ewing, Office of the S3, 66th MI Brigade, joined the brigade when the headquarters was relocating from Munich to Augsburg. During that time, the impact on the S3 office was great; there was an 80 percent personnel turnover, as well as split-based operations in which Ewing became involved. She overhauled the S3's administrative files, and designed and implemented a suspense log for tracking time-sensitive actions. Her expertise in handling software applications was invaluable, and her outgoing correspondence was professionally processed and filed. She processed up to 70 electronic messages per month; prepared TDY orders and tracked



Laurie A. Ewing

settlement vouchers (more than 117 separate actions); and prepared, reviewed, and revised the S3's officer and enlisted performance evaluations and award recommendations.

Local National Employee of the Year Award

Brigitte W. Cochran, an investigator with the 66th MI Brigade, displayed expertise in all facets of her job. She was a top investigator in personnel security investigations, force protection, liaison, and counterespionage, and was a fully integrated and contributing member of the unit. She expanded a counterintelligence liaison program with host nation police and security agencies during a period when



Brigitte W. Cochran

the detachment's area of responsibility doubled to 40,000 square kilometers. She was instrumental in shaping a new partnership training program with a local German Army reserve unit and a German Army Counterintelligence Detachment. She closed an average of 10 personnel security investigation cases per month. She initiated a Language Acquisition Course in basic German for those nonlinguist soldiers in the detachment.

Equal Employment Opportunity Award

This award is for the individual who achieved outstanding results in extending equal employment opportunities to civilian men and women of INSCOM through unusually effective leadership, skill, imagination, and innovation.



Anne M. G. Bilgihan

Anne M. G. Bilgihan, INSCOM's Mission Support Activity, is the Federal Women's Program representative at Vint Hill Farms Station where she helped develop that program and served as its resource manager. She looked for opportunities to demonstrate MSA's commitment to the garrison's EEO activities; she supported the guest speaker program; and she took an active role in the "Take Our Daughters to Work" Program. She searched for opportunities for women to enter engineering careers;

and she participated in the Vint Hill Farms Station's Health Fair—obtaining information on women's health issues, giving presentations, and staffing the Federal Women's Program booth.

Annual Wage Grade Award



Larry R. Hann

This award is presented to those who are vital in a support role to the INSCOM mission.

Larry R. Hann, Records and Publishing Division, INSCOM's Office of the Deputy Chief of Staff for Information Management, is responsible for all the publication reproduction within Headquarters INSCOM. He completes highly sensitive jobs under tight time and criterion constraints and he was instrumental in high visibility jobs that were critical to the command's image. He does varied and complex reproduction work associated with both the Commanding General's off-site conference and the Commander's Conference, as well as producing materials and reports for the Chief of Staff's Affirmative Employment Symposium.

Volunteer of the Year Awards

These awards go to the unit and the individual who have contributed volunteer service within the community.



**Marguerite E. Crochan, Representing
Command Documentation Branch,
HQ INSCOM, DCSRM**

This year's unit winner is the **Command Documentation Branch, Manpower Division, Office of the Deputy Chief of Staff for Resource Management** at INSCOM Headquarters. Branch personnel contributed countless hours of volunteer service, including for such noteworthy projects as Operation Sugarplum and our Adopt-A-School Program. They also supported Organization Day ticket sales, set up social functions, and assisted with numerous other fund-raising events.

This year's individual award winner is **Sgt. Donald N. Robertson**,

513th MI Brigade. For the past five years, he has been a volunteer track and field coach for the Monmouth County Association for Retarded Citizens. He coached several times a week for five months, and then took his team to a one-day track meet. He also took his team to the annual New Jersey Special Olympics Track and Field Meet, which is a three-day event.



Sgt. Donald N. Robertson

Tribute to WW II Veterans

As part of INSCOM's commemoration of the 50th anniversary of World War II, six veterans of the 2nd Signal Service Battalion were honored. During the war, the battalion was the field

operating element of the Army's Signal Intelligence Service. The unit manned intercept stations around the globe and furnished the Army with an unparalleled stream of invaluable intelligence. The following former members of the 2nd Signal Service Battalion were honored at the ceremony:

**Col. Richard Mosser
Lt. Col. Martha Schuchart Sachs
Maj. Robert F. Zikowitz
Sgt. Maj. Richard J. Hoban
Mr. Edward O'Brien
Mr. Walter L. Wingfield**

After the awards were presented and the former members of the 2nd Signal Service Battalion were recognized with a loud round of applause, INSCOM picnickers went about the task of deciding which food line to choose — and food, games and fun with friends, family and co-workers became the theme for the rest of the day. 🍷

Mr. Ebert is in the Human Resources Division, Office of the Deputy Chief of Staff for Personnel, INSCOM Headquarters.



Former members of the 2nd Signal Service Battalion and spouses paused to have their picture taken after they were honored at the INSCOM Day Awards Ceremony.

Front row, left to right: Col. Richard Mosser, Mrs. Mosser, Mrs. Zikowitz, Maj. Robert F. Zikowitz.

Back row, left to right: Mr. Edward O'Brien, Mrs. Hoban, Sgt. Maj. Richard J. Hoban, Lt. Col. Martha Schuchart Sachs, Col. Sachs, Mrs. Wingfield, Mr. Walter L. Wingfield.

Art Opens Up a New World

by Spc. Jeanne M. Colby

When she was in high school and college, Sgt. Maj. Suzanne Edwards found a good way to pass the time when things weren't very interesting — she practiced drawing ... but never seriously, she insists.

While majoring in biology in college, she took a freehand drawing class designed for biology majors, that taught them how to draw what they saw under the microscope. Her teachers told her they felt she had more talent than some of the art majors, she

recounts. But she remained in biology because she felt it was a better long-term career. Art was — and remains — a very competitive field.

Today, Edwards is an accomplished artist. She painted a picture representing Command Sgt. Maj. Raymond McKnight's INSCOM career when he retired, and paints similar pictures for other soldiers when requested.

She started painting seriously when she was a first sergeant at the Noncommissioned Officers' Academy at Fort Devens, Mass. She wanted a hobby that would get her out of the

office, but keep her near a phone in case of an emergency.

She also found painting to be extremely beneficial when she was caring for her father while he was terminally ill. "I recommend a hobby like needlepoint, crocheting, or this (painting) for anyone who is caring for someone who's bedridden. It was a way for me to keep myself on an even keel," she related.

During her time at the NCO Academy, Edwards began to expand her artistic horizons by going beyond pen and pencil and moving to the use of color.



Photos by Robert Bills

Staff Sgt. Carl O. Talley (center) and Spc. Peter J. Thoennes (right) listen to Sgt. Maj. Suzanne Edwards explain a bit about the process of creating her commemorative paintings.

While Edwards was stationed with the 2nd Infantry Division in Korea, she took up photography and won several prizes for some of her slides. At Fort Devens, she took classes through the arts and crafts shop.

She tries to find a new art teacher wherever she moves, since each instructor teaches something different. One teacher concentrated on details. Her current teacher concentrates on values. Most of her present work is in watercolors or pen and ink, but she also does some work with pastels.

For Edwards, artwork isn't just a hobby — her artistic abilities carry over into her Army career. She makes graphs, charts, and drawings for briefings and displays at work.

"They say a picture is worth a thousand words. It can sure make an idea much clearer, especially when you're trying to explain how to repair electronic equipment," she says.

She exhibits some of her paintings locally and shared a booth with others also exhibiting artwork at the Fourth of July celebration at Fort Belvoir, Va. But most of her best work is selected by her relatives, she says.

"It takes a lot of guessing out of choosing gifts for people. I get a lot of satisfaction out of doing retirement gifts, especially." Those who request the paintings have an active part in the design. Some individuals want it to represent all of their units, others only a portion. The requestor has to provide copies of patches and other military paraphernalia wanted on the painting before she can lay it out. She also does pictures for individuals in her section when they leave for a new duty station. Lately, she's had many inquiries about these paintings.

Edwards assists in watercolor classes at the arts and crafts shop on



Sgt. Maj. Suzanne Edwards works on a piece commemorating the retirement of Master Sgt. Linda J. Henry.

Fort Belvoir. She receives training from a professional and brings it into the classes to supplement the students' training. "It's similar to what the Army is all about — train the trainer."

For individuals who are interested in art as a hobby, she recommends classes, either at an arts and crafts shop or in college. She also recommends exploring the telephone book to find a teacher.

The latest of the accolades to come Edwards' way is her selection as second place winner in the Military District of Washington Fine Arts Contest in both the watercolor and novice categories. She was accorded the honor at the MDW ceremony, Sept. 15.

Edwards joined the Army 19 years ago in electronic maintenance to get back into the educational arena. "It was a way of improving myself." She had quit college to get married. Her husband was in the Army, and at that time there were more opportunities in

the military than there were available to civilians.

She hopes to finish her career as a command sergeant major at a battalion. "I wouldn't mind being at a TRADOC (Training and Doctrine Command) unit with AIT (Advanced Individual Training) students. I get a great sense of satisfaction seeing people that I worked with or trained getting their senior NCO stripes."

Edwards plans to continue broadening her horizons in art, she says, but will never rely on her artwork as a primary money-making source. Once she finishes her Army career, she expects to continue with electronics. ✕

Staggers Assumes Command of ISB

By John H. Kennedy

The soldiers of the INSCOM Support Battalion (Provisional) stood proudly in formation in the shadow of the Nolan Building at Fort Belvoir, Va., on Sept. 2 to conduct a battalion change of command ceremony.

Col. William M. Robeson, INSCOM's Chief of Staff, officiated at the ceremony, in which the outgoing commander, Maj. Lisa M. Merrill, relinquished command of the INSCOM Support Battalion to Lt. Col. Robert L. Staggers. During the ceremony, Merrill was awarded the Meritorious Service Medal for her exceptional performance as the ISB Commander.

The ceremony included the traditional passing of the colors. This is the act which signifies that the command has changed. It dates to a time when the unit's colors led its soldiers into battle and served as a rallying point.

Music was provided by the First United States Army Band from Fort Meade, Md., playing the national anthem and their rendition of *This is My Country*. They concluded the musical portion of the ceremony with *The Army Song*.



U.S. Army Photo

Lt. Col. Robert L. Staggers (left) takes the guidon from Col. William M. Robeson, marking the former's assumption of command.

In accepting the command, Staggers commented, "The Army bestows no greater honor or responsibility on an officer than command." He thanked Col. Robeson for the opportunity and pledged his total support to the soldiers of the ISB and Headquarters, INSCOM.

Merrill thanked the ISB and Headquarters staff, particularly the Human Resources Division of the Office of the Deputy Chief of Staff for Personnel, and the Supply and Services Division of the Office of the Deputy Chief of Staff for Logistics, for their exceptional support during her tenure. She stated, "It's especially hard to leave a job where one has had so much influence on the organization." And, to the ISB staff, "I will always remember the fun we had together."

Merrill moves to her new assignment in the INSCOM Office of the Deputy Chief of Staff for Operations, where she will assume duties as Chief, SIGINT Division. ✕

Mr. Kennedy is the Personnel Officer of the INSCOM Support Battalion.



October 11, 1993
Columbus Day
(Observed)

501st MI Brigade's Company B Reactivates

Story and photo by Sgt. 1st Class Kiki Bryant

On June 15, 1993, only 13 months and 11 days after being retired, the guidon for Company B, 532nd Military Intelligence Battalion, 501st MI Brigade, was uncased and displayed with the other colors of the 532nd.

This marked the official reactivation of Company B and was held in conjunction with the 532nd's change of command ceremony for Lt. Col. Charles H. Berlin III and Lt. Col. Harold L. Bakken.

Berlin, the outgoing commander, had the privilege of reactivating a company which he had deactivated on May 4, 1992, during a ceremony at Camp Red Cloud, Korea, the former home of Company B. This time around, the unit will remain in the Yongsan area with other battalion assets.

Capt. David S. Shepherd will be the first to lead the newly-activated unit. He comes to the battalion from Headquarters and Headquarters Company, 1st Signal Brigade, in Yongsan where he served as the brigade security officer (S2).

Company B was deactivated as part of the 501st MI Brigade's downsizing—to come on line with the Army-wide drawdown. However, because of the 501st's diverse mission on the Korean Peninsula, much of the downsizing was put on hold and the brigade began to build up again.

The lineage of Company B can be traced back to the 427th Counter Intelligence Corps (CIC) Detachment which was activated Aug. 22, 1944, in Italy and attached to the North African Theater of Operations. The detachment

was reorganized and reassigned several times, including moves to France and Germany.

On June 25, 1958, the 427th CIC Detachment was redesignated Company B, 532nd MI Battalion (Field Army). Inactivated on June 1, 1962, the battalion, with the exception of Company B, was reactivated on Sept. 3, 1986. Two years later, on Oct. 16, 1988, the 332nd MI Company (Electronic Warfare) was deactivated and the former Company B, 532nd MI Battalion (Field Army), was itself reactivated as Company B (Signals Intelligence), 532nd MI Battalion. It then assumed the mission of the 332nd—a mission that continues to this day. ✕

Sgt. 1st Class Bryant is the PAO NCO for the 501st MI Brigade, Korea.



U.S. Army Photo

While commander Capt. David S. Shepherd (left) stands by, 1st Sgt. Maurice Lacey (right) helps the guidon bearer reveal the unit's guidon during the ceremony marking the reactivation of Company B, 532nd MI Battalion, 501st MI Brigade in Yongsan, Korea.

Do's and Don'ts — Revised Standards of Conduct

By Lt. Col. James D. Schmidli

Gift-giving and what's right or wrong with accepting gratuities has muddied the professional waters within the governmental system in the past. Careers have been destroyed when employees felt pressured to "contribute" for an expensive gift for the boss, or when an individual made the wrong guess on whether he or she could accept a favor from a "buddy" in the contracting business.

It took former-President George Bush to clarify the rules on what was right or wrong in gift-giving, gratuities and ethical behavior.

On April 12, 1989, Bush issued Executive Order 12674 which charged the Office of Government Ethics with promulgating "a single, comprehensive, and clear set of executive-branch standards of conduct." To fulfill its charge from the president, OGE assembled the various ethics rules used by federal agencies and compiled a new set, adopting the best of existing policies.

OGE published *The Standards of Ethical Conduct for Employees of the Executive Branch* on Aug. 7, 1992. It became effective for all executive agencies, including the Department of Defense, on Feb. 3, 1993. These rules will be implemented by DoD Regulation 5500.7R, the *Joint Ethics Regulation*. This regulation will contain the OGE and DoD supplemental rules, as well as related conflict-of-interest and other ethical rules — all in a single volume.

The new rules are for the entire executive branch, and individual agency supplementation is strictly lim-

ited. DoD personnel will see much that is familiar, because in drafting its "new" standards, OGE relied heavily on those used by the various military services, as they presented one of the most comprehensive and best developed set of ethical standards in government. In addition to the *Standards of Ethical Conduct* and DoD supplemental rules, this *Joint Ethics Regulation* will contain a variety of other ethical rules, some of which may apply to you at one time or another.

One section deals with accepting payment for official travel from a non-federal source. For example, you may attend a workshop or seminar as a representative of your organization, and the host association pays the travel and hotel bills. Specific acceptance procedures must be followed, as this is a gift to the Army, not to you personally.

Another section discusses what may be done, both officially and personally, with respect to non-federal organizations, such as professional associations. While membership in these organizations is encouraged, it is also voluntary. Further, these organizations are not entitled to benefit from official time or resources.

Another area deals with gifts to superiors. There are several basic rules to remember in this area. An employee may not, directly or indirectly, give a gift or make a donation toward a gift for an official superior, and such superiors may not accept gifts from subordinates. The term "official superior" has a special definition: it means any person whose duties include directing or evaluating either the employee in question or any official superior of that employee — thus, the direct chain of

supervision or command. However, the general governmental prohibition against gift-giving to someone who receives more pay does not apply if that person is not your official superior and you have a personal relationship with him or her.

There are two situations where gifts to an official superior are allowed. Under the first exception, a subordinate may give or donate toward a gift to an official superior on a special or infrequent occasion; such occasions are generally non-recurring (marriage, illness, etc.) or those, such as a transfer or retirement, which terminate the supervisory relationship. The gift must be "appropriate" to the occasion, and those soliciting contributions toward such gifts must make it clear that donations are completely voluntary, and that if an amount is suggested, employees can give a lesser amount. Determining what is appropriate can be tricky and requires exercising good judgment and common sense. It is usually advisable to discuss the matter with an ethics counselor to ensure that you are on the right track and will not embarrass the superior or the Army. One criteria of appropriateness is that you do not create the appearance that the superior is "cashing in" on his or her federal service. While a \$50 silver serving piece would be an appropriate wedding gift to a superior, a \$1,000 framed print for the departing commander would never be appropriate, even if purchased through nominal donations of \$5 a person. Generally, contributions should not exceed \$10 per person and the value of the gift, \$300.

The second exception permits gifts on an occasional basis, including tra-

ditional gift-giving occasions. This "allows" minor gifts, such as contributions for food which will be consumed at the office, meals at an employee's home, and customary gifts, such as a bottle of wine brought when invited to another's home. The regulation also allows infrequent gifts having a value not in excess of \$10 on appropriate occasions, such as Christmas or birthdays.

You should also be aware of rules relating to writing and speaking. When speaking or writing on a subject not related to official duties, you may not use, or permit the use of, your title or official position in connection with, or in promotion of, such activity. However, an employee's title and official position may be included among biographical information used for identification, so long as it is given no more

prominence than any other detail. Title and position also may be included in an article published in a scientific or professional journal, so long as a disclaimer satisfactory to the agency is included. Finally, you are prohibited from receiving any compensation for writing or speaking about official duties or about the policies and programs of your agency. Depending on the situation, you may be prohibited from receiving compensation even if the talk or writing does not relate to your official duties. Before doing either, consult with your ethics counselor.

A copy of the *Joint Ethics Regulation* is available at the ethics counselor's office. The INSCOM ethics counselors are lawyers who are members of the staff judge advocate or command counsel's office. They are available to help find information in

the regulation and to answer questions. However, even though they are lawyers, they work for the Army, and whatever you tell them in seeking ethics advice is not confidential.

Military personnel who want to have a confidential talk with a lawyer about the regulation or a possible violation need to see a defense counsel or legal assistance attorney; civilians should see a personal attorney. ✕

Lt. Col. Schmidli is the Deputy Staff Judge Advocate for INSCOM.

This article was reprinted from material provided by the Standards of Conduct Office, Office of the Judge Advocate General.



1992-3 Military History Writing Contest

All students attending officer advanced courses or the Sergeants Major Academy during calendar year 1992 or 1993 are eligible to enter the Military History Writing Contest.

To enter, send two copies of a previously unpublished manuscript dealing with a limited historical theme related to the U.S. Army. The maximum length is 3,500 words (approximately 14 double-spaced pages). Documentation is required, but footnotes or endnotes do not count towards the length. Submit graphics, illustrations or photographs as if the article were to be published.

A panel of military historians will judge each entry based on historical accuracy, originality, style and rhetoric, and relevance to today's Army leader.

Entries must be postmarked by midnight, Dec. 31, 1993.

First Prize — \$500 and publication in *Army History*.

Second Prize — \$250

Third Prize — \$100

Send entries to : U.S. Army Center of Military History
ATTN: Writing Contest (Mr. Arthur)
1099 14th St. NW
Washington, D.C. 20005-3402

For more information, call Mr. Billy Arthur, DSN 285-5368 or (202) 504-5368.

714th MI Battalion Soldiers Plot New Course

Story and photo by Capt. Kurt Sturr

Company A, 714th Military Intelligence Battalion's real-world mission ended on April 1. That's when their training really began.

Reassigned to the 66th MI Brigade in Augsburg, Germany, these former 701st Military Intelligence Battalion soldiers shifted their mission from intelligence collection to preparing for drawdown and discontinuance.

In the past, the soldiers worked three shifts, around the clock, 365 days a year. As the unit began preparation for discontinuance, the soldiers started working normal duty hours, five days a week.

Even so, the unit still has a mission to deploy individual soldiers to augment units during times of crisis, according to company commander, 1st Lt. James Rogers.

With this mission in mind, the unit trainers set up "Operation Urgent Focus," six weeks of individual task training for the soldiers. For the first time, Company A soldiers could conduct intensive, tactical training together.

"Our soldiers rarely got the opportunity to experience tactical training because of the 24-hour national intelligence mission they conducted at Gablingen (Kaserne)," Rogers said.

The unit's trainers planned the training weeks in advance. Even so, planning this type of tactical skills training was a learning process for the company commanders, as well as the battalion's trainers and soldiers, according to Rogers.

The soldiers culminated their training with a one-day squad-level event at Lechfeld Training Area, where

they were evaluated on the past six weeks of training. The evaluation incorporated land navigation, NBC and squad movement tactics.

"Urgent Focus is timely and realistic training," Rogers explained. "This is the same scenario used in 1990 by Company A soldiers selected to deploy for Operations Desert Shield and Desert Storm.

"'Operation Urgent Focus' ... was used as a vehicle to evaluate individual soldier readiness and skills and to prepare them for contingency operations and future assignments," Rogers said. "This exercise challenged them and made them more well-rounded, better-prepared soldiers."

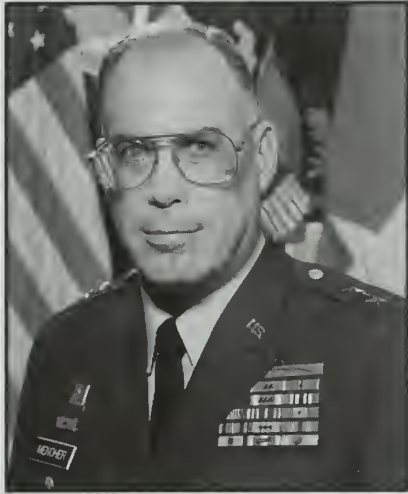
Company A, 714th MI Battalion was discontinued on June 15. HOC, 714th MI Battalion, was discontinued July 13; the 714th and 711th MI Battalions held their discontinuance ceremonies on July 14. Many soldiers from the discontinued units have joined other units within the 66th MI Brigade. ✱



Spc. Michael Simpkins shoots an azimuth on the land navigation course at Lechfeld Training Area, near Augsburg, Germany.

Capt. Sturr was the commander of Headquarters and Operations Company, 714th Military Intelligence Battalion, 66th MI Brigade, Augsburg, Germany.

U.S. Army Intelligence and Security Command Senior Leaders



Maj. Gen. Paul E. Menoher Jr.
Commander, USAINSCOM



Command Sgt. Maj.
James A. (Art) Johnson
USAINSCOM



Col. Stewart Herrington
Foreign Intelligence Command,
Fort George G. Meade, Md.



Col. Terrance M. Ford
66th Military Intelligence Brigade
Augsburg, Germany



Command Sgt. Maj.
Luther Moore Jr.
66th Military Intelligence Brigade

INSCOM Senior Leaders, Continued



Col. Walter J. Wright
470th Military Intelligence Brigade
Corozal, Panama



Command Sgt. Maj.
Randall D. McWhorter
470th Military Intelligence Brigade



Col. Austin J. Kennedy
500th Military Intelligence Brigade
Camp Zama, Japan



Command Sgt. Maj.
Chester L. Leeth
500th Military Intelligence Brigade



Col. Roderick J. Isler
501st Military Intelligence Brigade
Seoul, South Korea



Command Sgt. Maj.
Tyrone L. Spry
501st Military Intelligence Brigade



Col. Robert W. Noonan Jr.
513th Military Intelligence Brigade
Fort Monmouth, N.J.



Command Sgt. Maj.
John A. Chlapowski
513th Military Intelligence Brigade



Col. Larry L. Miller
703rd Military Intelligence Brigade
Schofield Barracks, Hawaii



Command Sgt. Maj.
Rudy L. Brown
703rd Military Intelligence Brigade



Col. G. Dickson Gribble
704th Military Intelligence Brigade
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Command Sgt. Maj.
Raymon V. Lowry
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Command Sgt. Maj.
Benny C. Gibson
902nd Military Intelligence Group



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Foreign Science and Technology Center
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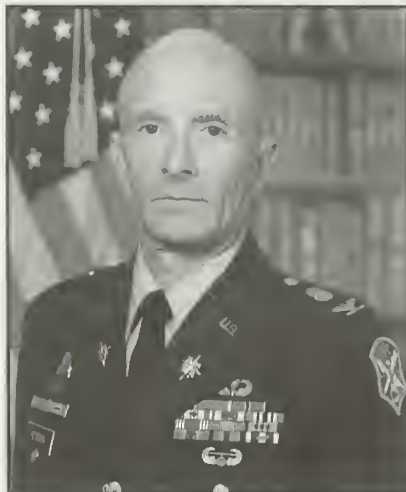
Col. Everett R. Yount
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Washington, D.C.



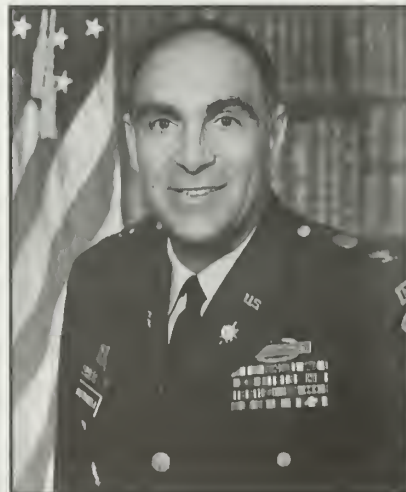
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Dexter N. Mohr
Field Support Center

'Wear and Appearance of Army Uniforms and Insignia' Change

By Maj. Donna L. Walthall

The Army's latest edition of Army Regulation 670-1, *Wear and Appearance of Army Uniforms and Insignia*, effective Oct. 1, 1992, contains numerous changes affecting all soldiers — both active and Reserve.

To assist INSCOM soldiers in staying abreast of the changes and ensuring each continues to maintain the well-groomed appearance for which they are known, the following extract has been prepared.

Chapter 1 — Introduction

Personal appearance policies

- Adds new criteria for exceptions based on religious practices (paragraph 1-7).

Grooming and hygiene

- Adds statement that lines or designs will not be cut into the hair or scalp (paragraph 1-8a).

- Authorizes females to wear wigs or hairpieces as long as the wig or hairpiece is of a natural hair color and the style and length conform to appearance standards (paragraph 1-8a).

- Adds statement that soldiers are expected to maintain good daily hygiene and wear their uniforms so as not to detract from the overall military appearance. Tattooing in areas of the body, (i.e. face, legs) that would cause the tattoo to be exposed while in Class A uniform, detract from a soldierly appearance (paragraph 1-8d).

Uniform appearance and fit

- Uniforms will be properly fitted (trousers, pants, or skirts should not fit tightly), clean, serviceable, and pressed as necessary; insignia will be replaced when unserviceable or no longer conforming to standards.

- Lapels and sleeves of coats and jackets (including BDUs) will be roll pressed (without creasing).

- Trousers, slacks, and sleeves of shirts and blouses will be creased. No other lines/creases will be ironed into the shirt (paragraph 1-9a).

When wearing the Army uniform is required or prohibited

- The battle dress uniform may be worn when soldiers are deploying as part of a unit move and the mode of transportation is for the exclusive use of the military. Embarkation and debarkation points will be in military-controlled areas (paragraph 1-10b(2)).

- Seasonal wear dates will not be established (paragraph 1-10c).

- Commercial rucksacks, gym bags or like articles may be hand-carried, but not worn over the shoulder while in uniform except when riding on a bicycle or motorcycle (paragraph 1-10d).

- Wearing of military headgear is not required while in/on a privately-owned (including a motorcycle or bicycle) or commercial vehicle or public conveyance (subway, train, plane, bus) (paragraph 1-10i(1)).

- Headgear will not be attached to the uniform or hung from the belt (paragraph 1-10i(4)).

Wearing of jewelry

- Changed to read: wearing of a wrist watch, a wrist identification bracelet, including a conservative style MIA/POW identification bracelet (only one item per wrist), and not more than two rings (wedding set is considered one ring) is authorized with Army uniforms (unless prohibited for safety or health reasons), as long as the style is conservative and in good taste (paragraph 1-14a).

Wearing of eyeglasses

- Conservative prescription and nonprescription sunglasses are authorized for wear when in a garrison environment, except when in formation or indoors (paragraph 1-15b).

- Lenses that are so large as to detract from the appearance of the uniform will not be worn (paragraph 1-15c).

Chapter 3 — Temperate and Hot Weather Battle Dress Uniforms

General Guidelines

- The coat will not extend below the top of the cargo pocket on the pants and will not be any higher than the bottom of the side pocket on the pants. Trouser legs will not be wrapped around the leg so tightly as to present a pegged appearance (paragraph 3-5a).

■ Soldiers may wear the black leather shell gloves with utility uniforms without cold weather outer garments, provided sleeves are rolled down and are over the tops of the gloves. The olive green scarf and the black leather shell gloves may be worn but are not required with these uniforms when the cold weather coat or other authorized cold weather outer garments are worn (paragraph 3-5c).

Chapter 4 — Maternity Work Uniform

General guidelines

■ Trouser legs will not be wrapped so tightly around the leg as to present a pegged appearance. Soldiers may wear the black leather shell gloves with utility uniforms without cold weather outer garments, provided sleeves are rolled down and are over the tops of the gloves (paragraph 4-5a).

Chapter 5 — Desert Battle Dress Uniform

Composition and classification

■ The following accessories were added as authorized: neckerchief, brown, LIN M95975, CTA 50-900 and socks, olive green/black cushion sole (see paragraph 26-25b) (paragraph 5-2c).

Chapter 6 - Cold Weather Uniform

Extended cold weather clothing system

■ The extended cold weather clothing system is authorized for wear per CTA 50-900. ECWCS has not been fielded to all units (paragraph 6-6).

Chapter 9 - Food Service Uniform - Male

Composition and classification

■ The following accessories are authorized for wear: belt, web, with open-faced black buckle (food service uniform) and belt, web, with brass buckle (food

service supervisor) (see paragraph 26-2a and b) (paragraph 9-2).

■ The olive green scarf and black shell gloves may be worn, but are not required, with the cold weather coat (field jacket) (paragraph 9-5a).

Chapter 10 - Food Service and Maternity Uniforms - Female

Composition and classification

■ The following accessories are authorized for wear: sweater, black pull-over (for wear with food service supervisor uniform only) (paragraph 26-27c) and black cardigan (see paragraph 26-27a) (paragraph 10-2c(8)).

■ The olive green scarf and black shell gloves may be worn, but are not required, with the cold weather coat (field jacket) (paragraph 10-5a).

Chapter 13 - Physical Fitness Uniform

The name was changed to *physical fitness uniform* instead of the old term *physical training uniform*.

Composition and classification

■ The following components comprise the PFU:

1. T-shirt, athletic, gray
2. Trunks, general purpose, gray
3. Sweat pants, gray
4. Sweat shirt, hooded, gray, with zipper (paragraph 13-2a)

■ Long underwear and similar items must be concealed from view by the hooded sweat shirt and sweat pants (paragraph 13-2b(2)).

■ Commanders may authorize the wear of commercially purchased gray or black biking shorts or equivalent, to be worn under the PFU shorts. These must end above the knee or higher. The commercial items should not bear obtrusive markings or patterns. Soldiers will not be required to buy these items (paragraph 13-2(3)).

■ The PFU is a clothing bag item. Each element is identified with a national stock number and a Defense Logistics Agency contract number printed on the label and sewn into the garment. If the label does not contain this information, the garment is not the authorized garment (paragraph 13-2b).

■ Soldiers may wear all or parts of the PFU, at their discretion, when not on the installation (paragraph 13-3).

■ The only insignia authorized for wear on the PFU is the physical fitness badge. When this is worn, it will be placed on the upper left front side of the T-shirt and/or sweat shirt (see paragraph 28-17a(6)) (paragraph 13-3).

Chapter 14 - Army Green Service Uniform - Male

Classification

■ The Army green service uniform is a clothing bag issue item. It is also classified as an optional dress uniform for enlisted personnel when worn with a white shirt and black bow tie or black four-in-hand tie (before retreat) (paragraph 14-3).

Headgear - Service cap, Army green

■ The Army green service cap may be worn by all male Army personnel with the Class A or B uniforms. However, officer personnel do not have to wear it with the Class A uniform when in a travel status (PCS/TDY), assigned to a unit authorized to wear an organizational beret, or assigned to an air assault unit. The service cap is optional for enlisted personnel except when in formation unless authorized by the commander. The rain cap cover (paragraph 26-11) is authorized for use with this headgear (paragraph 14-9b(5)).

Items normally worn with the Army green uniform

Accessories

■ The following accessory has been added for wear with the Army green

uniform when bloused trousers are authorized: boots, combat, leather, black. They are not, however, authorized with the Army green dress uniform (paragraph 14-10a(3)).

Insignia, awards, badges, and accouterments worn on the Army green uniform (Class A and B) and the Army green dress uniform (note exceptions)

The following were added:

- Distinctive unit insignia (not authorized on the Army green dress uniform or the Class B) (paragraph 14-10b (10)).

- Regimental distinctive insignia (paragraph 14-10b (11)).

- Combat leaders identification (not authorized on the Class B) (paragraph 14-10b(12)).

- Shoulder sleeve insignia, current assignment, full color (not authorized on the Class B) (paragraph 14-10b (14)).

- Shoulder sleeve insignia, former wartime unit, full color (not authorized on the Class B) (paragraph 14-10b (15)).

- Overseas bars (not authorized on the Class B) (paragraph 14-10b (20)).

- U.S. badges (identification, marksmanship, combat, and special skill). Special skill and marksmanship cloth tabs are not authorized on the Class B; full, miniature, and dress miniatures are authorized on the Class B (paragraph 14-10b (24)).

Insignia authorized for wear with the Class B uniform

- Distinctive unit insignia on the black pullover sweater unless no DUI is authorized, then the RDI will be worn (paragraph 14-10c (2)).

General guidelines

- Awards and decorations which cannot be worn properly because of size or configuration will not be worn on the AG-415 shirt (paragraph 14-11).

Chapter 15 — Army Green Service Uniform — Female

Authorization for wear

- The Class A uniform with white blouse is an optional dress uniform for all female enlisted personnel (paragraph 15-1).

Headgear, garrison cap, Army green

- The garrison cap, Army green, may be worn by all enlisted personnel with Class A or B uniforms, or with the hospital duty or food service uniforms. It is also authorized for wear by officer personnel with the Class A uniform while in a travel status or assigned to airborne or air assault units, and with the Class B uniform (paragraph 15-10a(3)).

Items normally worn with the Army green uniform

Insignia, awards, badges, and accouterments worn on the Army green uniform (Class A and B) and the Army green dress uniform (note exceptions)

- Full, miniature and dress miniature U.S. badges (identification, marksmanship, combat, special skill, and marksmanship tabs) are authorized for wear on the both Class A and B uniforms, with the exception of the marksmanship tab, which is not authorized on the Class B uniform (paragraph 15-11b(22)).

Chapter 16 - Green Maternity Service Uniform

General guidelines

- Shoulder loops have been approved for the maternity shirt and will be incorporated in future productions. Personnel may modify the present maternity shirt using the modification kit from the military clothing sales store until stocks are exhausted. The addition of shoulder loops is optional. The cost of purchasing the kit and modifying the shirt will be borne by the soldier (paragraph 16-12b).

Chapter 26 - Uniform Accessories

Boots, combat, leather, black

- The description now reads: The present issue boot is made of black leather with a deep lug tread sole, a cushion insole, a closed loop lace system, and a padded collar. Both the previous issue boot and current issue boot designs are authorized for wear. There is no wear-out date for the previous issue boot. Soldiers are required to possess two pairs of issue (specification) boots (old or new) (paragraph 26-4b).

- The description of optional boots has been changed to read: As an option, boots of a similar commercial design are authorized for wear. Boots must be black with a plain or capped toe. Boots made of patent leather or poromeric are not authorized. Optional boots, to include jungle boots, are authorized for wear in lieu of the standard black combat boot. They are not authorized for wear when standard organizational footwear such as insulated boots or safety shoes have been issued and prescribed by the commander for safety or environmental reasons. They are not authorized for wear in formation when uniformity in appearance is required (paragraph 26-4d).

Cap, cold weather, AG 344/489

- The description of how the cap will be worn has been changed to read: The cap will be worn straight on the head so that the insignia will be centered on the forehead. No hair will be visible on the forehead. The side flaps will be fastened under the chin when the flaps are worn down. The cap is authorized for wear when wearing the black windbreaker with the green uniform or with the black all-weather coat with service, dress, mess, hospital duty, and food service uniforms. It will not be worn with the black pullover sweater (paragraph 26-7c).

Coats, black, all-weather (male and female)

- The coat is of polyester and cotton

poplin (50/50), with water- and soil-repellent finish, Army black shade 385. The liner is knitted acrylic pile fabric, Army black shade 410. The coat is single-breasted with two slash front pockets, a zip-in liner, and a three-button fly front. The single-breasted coat is being replaced by a six button double-breasted model with belt. This coat has a convertible collar (button at the neck) gun flap, shoulder loops, adjustable sleeve straps and welt pockets with two inside hanging pockets. The back has a yoke and center vent. The coat is one-quarter lined with basic material, and the sleeve lining is of nylon taffeta. In addition, the coat features a zip-out liner. The interim version of the coat is polyester/cotton (50/50) and the final version is polyester/cotton (65/35), Army black shade 385. The mandatory possession date for the new coat with the polyester/cotton (65/35) is Oct. 1, 1997 (paragraph 26-10b).

Military police accessories

■ The military police badge will not be worn on the utility uniform but may be worn suspended from a fob device on the Class B uniform (paragraph 26-18c).

Socks

■ Olive green or black socks are worn by all personnel when wearing combat

or organizationally-issued boots. The olive green socks are being replaced by black socks with a cushioned sole. A wear-out date has not been established (paragraph 26-25a(3)).

Sweaters, black pullover (male and female)

■ The nameplate will be worn centered 1/2 inch above the bottom of the patch, and the distinctive unit insignia will be centered from left to right, top to bottom above the nameplate. If an individual is not authorized a DUI, the regimental distinctive insignia will be worn. Chaplains will wear their insignia of branch. Females may adjust the position of the nameplate and DUI/RDI to conform to figure differences (paragraph 26-27c(3)).

Undergarments, brassieres and panties

■ These items will be of commercial design, white, (black optional for non-Caucasian females), or neutral (paragraph 26-29a(2)).

Windbreakers, black

■ A new windbreaker has been approved for wear. It is made of polyester and wool (65/35), Army black shade 458, and has a velcro-in liner. The officer version has a knit collar, cuffs,

and waist. The enlisted version has a standard collar, knit cuffs and waist. Female windbreakers have bust darts. The old style windbreaker is not authorized for wear after Sept. 30, 1993 (paragraph 26-31b).

Chapter 27 - Wearing of Insignia and Accouterments

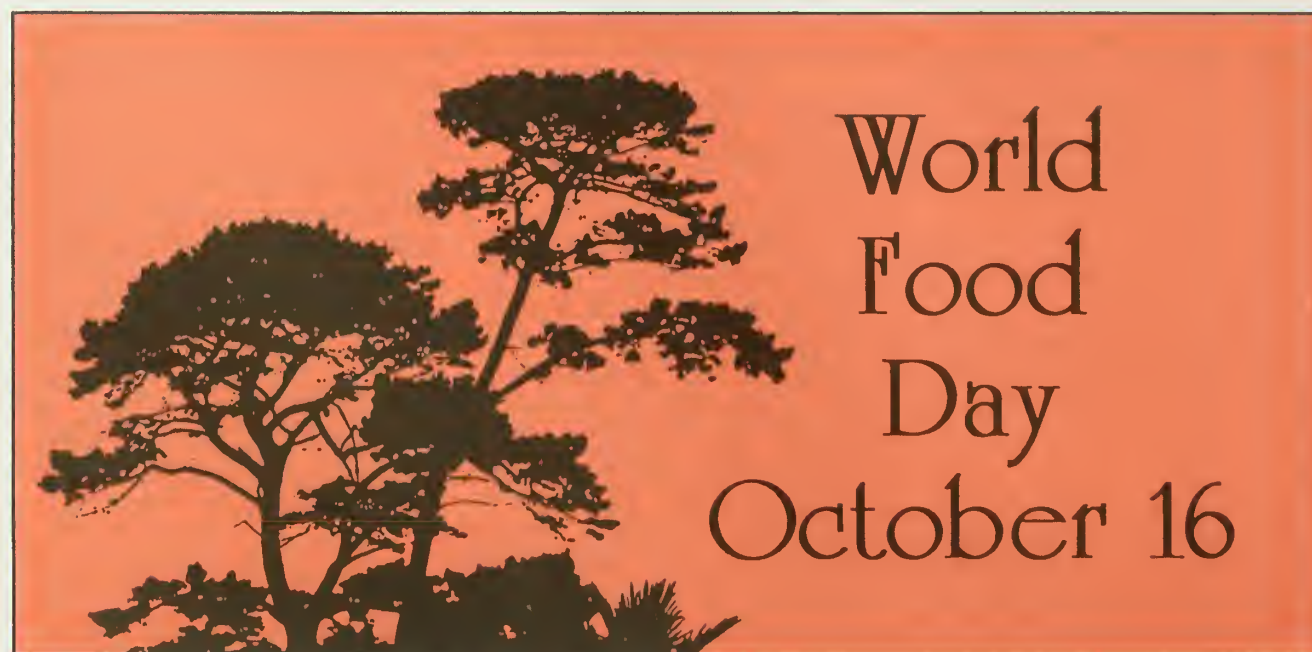
Insignia of grade for all other officers

■ The following descriptions for Chief Warrant Officer 5 and Master Warrant Officer 4 have been added: The non-subdued insignia of grade is a silver bar 3/8 inch wide, 1 1/8 inches long with four silver squares outlined with a 1/16 inch wide black border. The bar will be worn lengthwise on shirt collars and parallel to the shoulder seam on shoulder loops. The subdued insignia is the same, except that the color is olive drab with the squares outlined in black (paragraph 27-6a(7)).

Other insignia of grade:

Shoulder marks

■ Shoulder marks for officers are black with a 1/8 inch yellow stripe below the embroidered insignia of grade (paragraph 27-8a(1)).



New Pay System in Works for Retirees and Annuitants

Eight Defense Department retiree and annuitant pay systems have recently undergone consolidation to emerge as the Defense Retiree and Annuitant Pay System.

DRAS will operate from two locations, the Defense Finance and Accounting Service Center in Cleveland for retiree accounts, and its Denver counterpart for annuitant accounts. Officials estimate the cost benefit of the consolidation at about \$5 million a year.

Officials emphasized that no interruptions or delays in payroll service will occur from the DRAS conversion. DRAS customers have or will receive notification of the switch via mail a few weeks prior.

The system will be implemented into the management of payroll accounts as follows:

- Army retirees, December 1994; annuitants, December 1994.
- Air Force retirees, September 1993; annuitants, underway.
- Navy retirees, underway; annuitants, underway.
- Marine Corps retirees, December 1993; annuitants, December 1993.

Direct deposit for retirees and annuitants will not be affected, and no action is required by the customer before or during the conversion, officials said. Likewise, paydays will remain the same as under the old system, per statute. However, the mailing addresses have changed for inquiries regarding payroll accounts.

Retirees should address pay questions to:

**DFAS — Cleveland Center
Directorate for Retired Pay
Anthony J. Celebrezze
Federal Building**

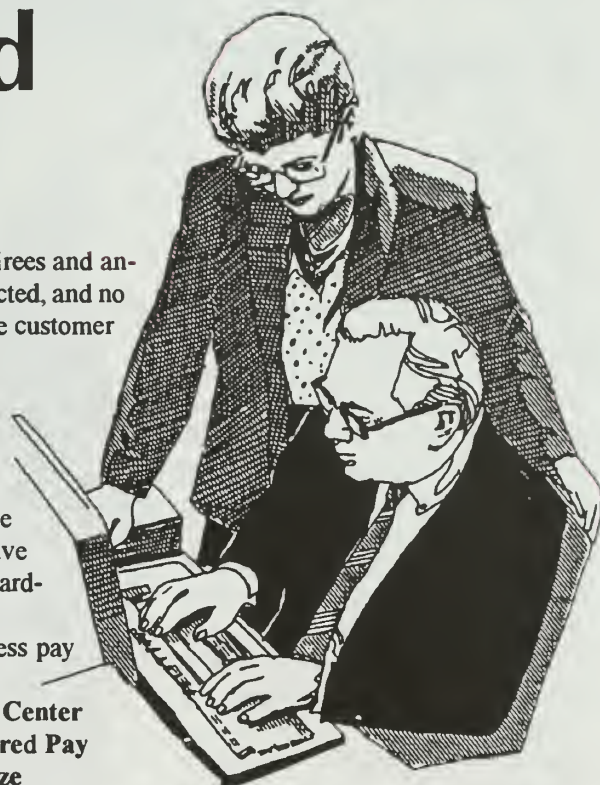
**1240 East Ninth St.
Cleveland, Ohio 44199**

The toll-free number is (800) 321-1080.

The address for annuitants is:

**DFAS - Denver Center
DFAS-DE/RB
6760 East Irvington Place
Denver, Colo. 80279-6000**

The Denver toll-free number is (800) 435-3396.



Customers will receive further information on DRAS developments through bulk mailings, retirement and military periodicals, and newsletters, officials said. ✱

— Army News Service



Make Someone Happy ...

October is
**Adopt-A-Shelter-Dog
Month**

Who Briefed This Courier?

A courier was transporting classified information in a briefcase in a foreign country. He was on temporary duty and possessed valid courier orders. While driving from the airport in a rental car to his destination several miles away, the courier placed the briefcase in the back seat of the car. Due to the warm weather, he left the rear window of his rental car rolled down during the trip. At a very busy intersection crowded with pedestrians, the courier stopped for a traffic light. During the short time that the car was halted, an individual approached from the sidewalk, reached inside the open window, and quickly removed the briefcase. Immediately blending back into the flow of pedestrian traffic, the culprit easily escaped capture.

This probably was the act of a petty thief attempting to obtain something of value. Unfortunately, the classified documents were not retrieved. The courier's poor judgment resulted in a probable compromise of extremely sensitive classified defense information in a foreign country.

While this incident may seem to be a blatant disregard for basic security precautions, it is not isolated. Similar incidents have occurred. During investigations of these occurrences, one question must always be answered: "Were you briefed by your security manager before you departed your unit?" It is the security manager's responsibility to ensure that couriers are fully aware of the requirements to closely protect materials in their possession. Briefcases containing classified materials must be fully protected at all times during a trip. Expeditionary transportation to courier's destination



len, negligence was the primary cause of the loss.

Army Regulation 380-5, *Department of the Army Information Security Program*, and AR 380-28, *DA Special Security Program*, require that those people carrying classified information be appointed in writing. In addition, each must be fully briefed on his responsibilities as a courier of classified information.

The next time you have a requirement to hand-carry classified information, ensure that your security manager provides you with a briefing and written authorization. You should become familiar with the information contained in AR 380-5, Chapter 8 and, if applicable, AR 380-28, Chapter 3. Then when someone asks "Who briefed that courier?" you can say that your security manager did and that you were familiar with all the requirements to hand-carry and safeguard classified information. Your chances of arriving safely at your destination will be enhanced. ✕

*Submitted by the Office of INSCOM's
Deputy Chief of Staff, Security.*

is essential. Any lapse in common sense or sound security procedures can result in the loss and compromise of sensitive information. In nearly every case where classified material was sto-

Invisible Poison: Radon in the Home and Workplace

Compiled by PAO Staff

Most Americans are at least familiar with the term *radon*. What many probably don't know is that radon is the second leading cause of lung cancer in the United States. Radon is a radioactive gas produced by the natural decay of uranium in the soil. Tasteless, odorless and invisible, radon works its way to the surface through ground faults and porous soil. When it reaches the surface, it normally disperses in the atmosphere and presents no hazard because of the high ratio of air to radon. However, radon can become trapped indoors, and build up to dangerously high concentrations, producing a corresponding increase in health risk. Since radon seeps in undetected through cracks in the foundations of homes and workplaces, many Americans are exposed to unacceptable levels of radon without knowing it. Long-term exposure to radon is second only to cigarette smoking as a cause of lung cancer. The Environmental Protection Agency estimates that radon may cause 7,000 - 30,000 deaths annually.

Background

There has always been radon, but it received little attention until the 1960s, when researchers discovered high concentrations in homes. Some of these homes were built on land contaminated by waste from uranium mines; others were constructed with contaminated building materials. Due to these early findings, high radon concentrations were thought to be the result of man-made pollution. However, further studies determined that radon is a natural substance occurring almost anywhere.

There continued to be little public concern about radon until December 1984, when the media ran a feature concerning Stanley Watras, an individual who was setting off radiation alarms in the Pennsylvania power plant where he worked. Investigators determined that his radiation exposure oc-

curred at home, where radon levels were 675 times higher than EPA guidelines.

Not every home has a radon problem. Some Northern states, for example, have more radon than states in the South. However, over six million homes nationwide may have radon levels above the EPA standard.



There are many different factors that can affect the concentration of radon in a given building, but the two most important are:

❖ **The structure and condition of one's home, school or workplace, and**

❖ **Geological differences, such as presence or absence of uranium, or soil porosity.** As stated above, radon seeps out of the ground. It can enter structures through crawl spaces, drains, and cracks in basement floors and walls. Natural water supplies and wells can also allow radon into the home or workplace. Homes that are energy efficient may have particularly high levels of radon, since they tend to be better sealed, insulated and weather-stripped to prevent energy loss.

New homes, older homes, drafty homes or ones that are energy efficient can all have unacceptably high radon concentrations. The only way to determine a radon problem is to test.

Testing for Radon

Just as we can measure distance in various ways (inches, meters, miles), radiation and radioactive particles are also measured a number of different ways (RADs, Roentgens, REMs, or Curies). When discussing radon in the home or work environment, the most meaningful unit of measure is the picocurie per liter, (pCi/L). This refers to the average number of radon particles, measured in curies, per liter of air. The higher the number, the higher the concentration. The EPA "action guideline" for radon is 4 pCi/L. This means that if you find radon concentrations within a building of 4 pCi/L or higher, you should take action to decrease those concentrations.

There are two general ways to test your home for radon:

❖ **Short-term testing:** The quickest way to test is with short-term tests. Depending on the device used, it may remain in your home from two to 90 days. Devices are "active" or "passive."

The active device group consists of different types of monitors which

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require power and trained personnel to operate them. They work by measuring and recording the amount of radon in the air. Many of these devices provide a report that can reveal unusual or abnormal swings in the radon level during the test period. Although these cost more than the passive devices, they ensure a more reliable test result.

The passive device group includes alpha track detectors, charcoal canisters, charcoal liquid scintillation detectors, and "electret ion" chambers. These devices are exposed to the air in the home for a specified time and then sent to a laboratory for analysis. This type of device is generally inexpensive; some of them have features that offer more resistance to test interference or disturbance than others.

❖ **Long-Term Testing:** Over time, radon levels in a structure tend to fluctuate because of weather changes, a family's life-style, the type of heating

or cooling system used, and the frequency of opening doors and windows. Because of day-to-day and season-to-season variances, long-term testing may be more beneficial. Devices for long-term testing remain in the home for more than 90 days. Alpha-track and "electret ion" chamber detectors are used for this type of testing. Long-term tests can be used to confirm initial short-term results between 4pCi/L and 10pCi/L. When long-term results are 4pCi/L or higher, EPA recommends taking action to prevent radon from entering your home.

EPA-Recommended Steps

❖ **Step 1.** Take a short-term test. If the result is 4pCi/L or higher, take a follow-up test.

❖ **Step 2.** The follow-up procedure for Step 1 (above) should be a long-term or another short-term test. For a better understanding of your year-round average radon level, take a long-term test. If your first short-term test result is several times that of the Environmental Protection Agency's "action guideline" level — 4pCi/L — (and your second short-term test result shows almost the same reading) action should be taken to decrease the entrance of radon into your home.

❖ **Step 3.** With both long-term and short-term testing, if the result is 4pCi/L or higher, repairs or maintenance should be started immediately to block radon from entering your home. In the second short-term test, the higher your results, the more certainty there is that you should begin work immediately.

What Your Test Results Mean

The average indoor radon level is estimated to be about 1.3 pCi/L, with about 0.4 pCi/L of radon normally found in the outside air. The U.S. Congress has set a long-term goal that indoor radon levels be reduced to levels comparable to those found outdoors. While this goal is not yet technologically achievable in all cases, levels in most homes today can be reduced to 2 pCi/L or below.

Sometimes short-term tests are less definitive about whether or not your home is above 4 pCi/L. This can happen when your results are close to this level. For example, if the average of your two short-term test results is 4.1 pCi/L, there is a 50 percent chance that your year-round average is somewhat below 4 pCi/L. However, EPA believes that any radon exposure carries some risk. No level is safe, even below 4 pCi/L, and the risk of lung cancer can be reduced by lowering your radon level. If your living patterns change and you begin occupying a lower level of your home or workplace (such as a basement) you should re-test on that level. Even if your test result is below 4 pCi/L, you may want to test again sometime in the future.

Reducing Radon Levels

There are numerous corrective actions you can take to reduce dangerous levels of radon. Most are relatively inexpensive and can quickly reduce radon concentrations to acceptable levels. Some of these are:

♣ Keep air moving through your home. Use natural ventilation (open

windows or doors) or use forced ventilation, such as fans, air conditioners or air handlers to increase the air flow, especially on the bottom floor or in the basement. In the winter, use an exhaust fan to ventilate the area.

♣ If you have a crawl space under your house or workplace, ensure that the vents are open and clear to provide unrestricted air movement.

♣ Seal cracks in the foundation, and along basement walls and floors with caulking material.

♣ Seal around loose pipes, gas lines and electric service cables. This can also be accomplished by caulking.

♣ Paint or use sealing compound on basement floors and walls.

Radon and Your Environment

For more information on radon detection and countermeasures in the home and workplace, refer to the following publications:

♣ *A Home Buyer's and Seller's Guide to Radon*, EPA /402-R-93-003

♣ *Radon-resistant Construction Techniques for New Residential Construction*, EPA /625/2-91/032

♣ *A Citizen's Guide to Radon (Second Edition)*, EPA/402-K92-001

♣ *Consumer's Guide to Radon Reduction*, EPA/402-K92-003

♣ *Reducing Radon Risks*, EPA/520/1-92-027 ♣

To obtain copies of these and other publications relating to radon, call (800) SOS-RADON (767-72366; dial all numbers), or write to the following address:
Environmental Protection Agency
Radon Division
401 M Street, SW
Washington, D.C. 20460
(Mail Code 6604J)

Information for this article was taken from material provided by the United States Environmental Protection Agency, Washington, D.C.

LETTER TO THE EDITOR

Sept. 14, 1993

Dear Editor:

RE: *Mission Accomplished at Field Station Sinop* [By Ellen Camner]

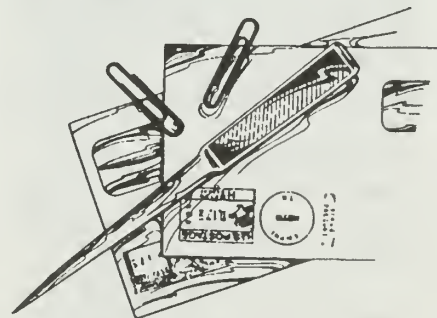
I must admit I am very lucky that my brother, Lt. Col. Don Woolfolk, is still on active duty and receiving your publication, because I would not have received your January-February 1993 issue otherwise. Your article was great. So many fond memories of "the Hill" and the people I served with while stationed there.

I had the privilege to be assigned as a pilot. I remember the many times we overflew "the Hill" to let people

know the mail had arrived. The emotional uplift was every bit you described, especially if it had been several days since mail had been delivered.

I was also lucky enough to become the commander at Headquarters and Headquarters Company in March, 1974. The troops assigned to FS Sinop were of very high caliber. I have often wondered what many of them have done in the last 19 years. My first sergeants, Brenholtz, Camp and Hannah, were outstanding and were the glue that made the experience so great.

There would be no way to reminisce about my wonderful 18-month stay at FS Sinop in a short note. Thanks



for your article; I am glad I received a copy.

Sincerely,
Clyde R. (Rick) Woolfolk
Denton, Texas

(Editor's Note: We are always pleased to hear from our readers! From time to time — space permitting! — we will print some of our mail.) ♣

Johnson Takes Eighth Army Golf Championship

Maj. Mark Johnson, two-time All-Army golf champion, took the opportunity to get out and play golf while burning up some use-or-lose leave. He did so by entering the annual Eighth Army Golf Tournament held July 13-16 at Sung Nam Golf Course in Seoul, Korea.

Although he said he was disappointed with his performance and his score, Johnson captured the Eighth Army Men's Open Division title by defeating Camp Casey's Koeki Alapai in a one-hole, sudden-death playoff.

According to Bennie Jackson, 34th Support Group Sports Director, Johnson led the division by four shots on the first day of play but had a terrible second day. Upon completion of the 54th hole of the tournament, Johnson and Alapai were tied at 231, resulting in the playoff. Originally, the tournament was set for 72 holes; however, due to heavy monsoon rains, it was shortened.

Other tournament action included Yongsan's Charles Withers capturing first place in the Men's Senior Division with a three-day total of 228. Camp Casey's Wesley Ellis took second place with 231, and Bob Poston, from Okinawa, Japan, took third place with 236.

In the women's competition, Joylnn Case from Camp Casey took first place, and Andrea Malone from Camp Red Cloud took second.

In the All-Army tournament in August at Fort Devens, Mass., Ellis placed number two in the Senior Division. However, Johnson, who currently commands Company A, 3rd MI Battalion, 501st MI Brigade, said his schedule did not permit him to advance to All-Army this year.

(Sgt. 1st Class Kiki Bryant, PAO NCO, 501st MI Brigade)

Purcell Wins NSA Award

Computer security often brings a dark and ominous tone of watchfulness to the minds of those in military intelligence, but the Intelligence and Security command, along with the 513th MI Brigade, recently shed a little light on the subject when their nominee won the award for the National Security Agency Computer Security Officer of the Year.

Chief Warrant Officer John Purcell, brigade senior computer security officer, is the recipient of this award.

"It is indeed an honor to receive such a prestigious award, however, this is the result of the work of many people," said Purcell.

He stressed the importance of computer security. "Computer security is very important in the Army of today; without it we would never know if our adversaries are intercepting our data and, if they are, to what extent. We must practice in peacetime as we would in wartime," said Purcell. "We must be able to legally deploy our systems within 48 hours in order for a commander to do his job."

Purcell received the award from John Devine, NSA Deputy Director for Technology and Systems. The award ceremony, held in NSA's Friedman Auditorium at Fort Meade, Md., shone a light on not only the security field, but also on the accomplishments of a superior officer.

(Staff Sgt. Edith Davis, PAO NCO, 513th MI Brigade)

Chief Warrant Officer's Career Spans 24 Years, Two Services

One of the 66th Military Intelligence Brigade's most-decorated soldiers retired recently after 24 years of service.

Chief Warrant Officer Simon (Sam) Iverson of the 18th MI Battalion's Benelux (SHAPE) Detachment, retired June 11.

A veteran of two armed conflicts and countless military operations, Iverson began his career in 1968, when he enlisted in the Marine Corps. Shortly afterward, he was assigned to the Republic of Vietnam, where he served two combat tours as an infantryman.

Upon his return to the United States, Iverson was assigned to the U.S. Marine Corps Ceremonial Guard Unit, Washington, D.C.; he was later assigned as a drill instructor at the Marine Corps Officers' Candidate School, Quantico, Va. His Marine Corps career ended in 1983, when then-Gunnery Sgt. Iverson received an interservice transfer. He was appointed a warrant officer in the United States Army.

During the next ten years, Iverson served in the defense attache offices of several U.S. embassies and with other U.S. intelligence agencies in the Far East, Europe, Africa, the Middle East, Latin America and the Caribbean. His final assignment was with the Benelux Military Intelligence Detachment in Chievres, Belgium.



Chief Warrant Officer Sam Iverson

Iverson's awards and decorations serve as a reflection of his colorful and distinguished career. His awards include the Defense Superior Service Medal with Oak Leaf Cluster, the Legion of Merit, the Bronze Star with Oak Leaf Cluster and Valor Device, the Defense Meritorious Service Medal, the Meritorious Service Medal, the Joint Service Commendation Medal, the Army Commendation Medal, the Joint Service Achievement Medal, the Army Achievement Medal, the Vietnam Cross of Gallantry, the Vietnam Service Medal, the Southwest Asia Medal, the Kuwait Liberation Medal, the U.S. Forces Expeditionary Medal and the Combat Infantryman's Badge.

In addition, Iverson mastered scuba diving and attended several NCO academies, as well as numerous military intelligence and counterintelligence officer courses. He holds a Bachelor of Science degree in Criminal Justice.

In retirement, Iverson looks forward to "a little rest and relaxation." He will retire, along with his wife, Sandy, and his daughter, Amy, to their home in the Missouri hills.

*(Capt. E. A. Basemore,
66th Military Intelligence Brigade)*

66th's Collections Focus on Humanitarian Target

The Heidelberg (Germany) Military Intelligence Detachment focused their collection efforts on a new mission in April, which yielded two tons of clothing and a half ton of canned foods.

These 66th Brigade soldiers and civilians, members of Company A, 18th MI Battalion, took an active role in "Operation Good Neighbor." This was a charity drive aimed at collecting food and clothing for refugees throughout Germany and Eastern Europe.

The Heidelberg MID worked with the 529th Military Police Company, the 207th Aviation Company, and the Boy Scouts and Girl Scouts. Together, the organizations collected two tons of clothing and a thousand pounds of canned foods, as well as toys and even a bed.

The organizations attribute their success to good planning and organization. A week before the drive began, the Boy Scouts and Girl Scouts distributed flyers throughout the community. The organizations designated drop-off points which were manned during collection hours. At the end of each day, volunteers from the 529th Military Police Company and the Heidelberg MID took the collected items to a staging area provided by the 207th Aviation Company. On the final day of the drive, they delivered all the donations to a local charity center.

The donations go to those in desperate need of help, benefiting people in Romania and Poland, and refugees from war-torn former-Yugoslavia.

"Operation Good Neighbor was conducted by soldiers and civilians who wanted to do something more than just read about suffering," said a Company A soldier. "This team effort did not solve the refugee problem, but it may save a life, provide a toy to a child or give hope to people in a bad situation. The drive was worth every moment of time and ounce of sweat."

"We challenge you. If you hear of a charity drive, donate a can of food, a clean blanket or your time. You may just save a life."

(Chief Warrant Officer Paul P. Kaminsky, Heidelberg Military Detachment, 66th Military Intelligence Brigade)

DACOWITS Visits Kunia

The Defense Advisory Committee on Women in the Services visited Field Station Kunia on July 22.

The purpose of the visit, according to Navy Lt. Donna M. Joyal, DACOWITS escort, was to talk to servicewomen in overseas locations to get their views on force utilization and quality of life issues.

Field Station Kunia was just one of the many Pacific-area military installations visited by the committee. Other locations included Alaska, Okinawa, Japan and Korea. During these stops, the committee talked with more than 2,000 women.

Spc. Anita Batista, an awards clerk at the 703rd MI Brigade, was a seminar attendee.

"I think DACOWITS is a good thing," said Batista. "It gives us (women) a chance to get together and discuss things. There were a lot of concerns that came out in our meeting that they (the committee) weren't aware of, such as medical (problems) and pregnant single women, and housing concerns. I really feel like the committee is going to get something done."

Established in 1951 by then-Secretary of Defense, George C. Marshall, DACOWITS concentrates on areas which affect retention rates, such as job opportunities, the identification of institutional barriers, and quality of life issues that limit the full use of military women. Its recommendations are valuable in considering and seeking changes in policies and laws.

Women in the military may write directly to the DACOWITS. The address is:

**OASD (P&R) MM&PP,
DACOWITS
Room 3D769
4000 Defense Pentagon
Washington, D.C. 20301-4000**
*(Staff Sgt. Paul J. Ebner,
PAO NCO, 703rd MI Brigade)*

Resumés Offer Employers Brief Look at You

By Master Sgt. Linda Lee

Research shows resumés don't get jobs, but they can open doors for applicants.

According to Paula Davis, a DoD transition assistance specialist, a good resumé provides potential employers enough information about your qualifications that they want to interview you. Without interviews, there is little likelihood of getting job offers, she added.

"Everyone sends out resumés when looking for a job. It's a fact of life. Your resumé competes against hundreds of others," she stressed. "The hardest part of doing a successful resumé is making sure that who and what you are comes through clearly. In addition, it has to be neat, concise and easy to understand."

Do a draft resumé and ruthlessly edit it, Davis said. Keep working at it until it is no longer than two pages, preferably one. When finished with the draft, ask three people to look at it and make whatever changes they think necessary. Make sure these people are the kind who will give you honest feedback and not just agree with you.

When you feel the resumé is the best it can be, have it typed or typeset. It must look professional. Proofread the final before making copies, Davis recommended, because misspellings and other errors occur and always seem to stand out.

Make copies on good quality paper. In today's business world, it doesn't have to be white paper, she added. A light, neutral color like cream,

light gray or light blue works just as well.

Use cover letters, she suggested. "A cover letter offers the opportunity to provide additional information, including your goals, and to show how well you express yourself," Davis said.

There are numerous do's and don'ts when writing a resumé, like don't say or claim anything that you can't prove, and don't include superfluous or negative information. Use active voice, action verbs and stick with one tense. Let the prospective employer know your value and what you'll bring to the job.

Keep a positive tone throughout the resumé, list your strong points first and stay away from abbreviations and acronyms. Be concise, short and direct, stay away from using "I," and double-check grammar, punctuation and spelling.

Just as important as what you say is how it appears, she said. Make it look professional, balanced and organized, with adequate spacing throughout the page. Davis suggested using all capital letters, underlining or bold letters for special emphasis or to highlight.



"Remember that a resumé is only one of the many tools used in finding a job," said Davis. Don't sit back and wait for jobs, she added. Follow all other job search avenues, too, like networking and using state and local employment offices.

Check local libraries, bookstores and professional military organizations for more information on resumés. In addition, installation transition offices can provide assistance in preparing them, although there is no universal agreement on the way to write resumés. Some experts suggest listing all jobs chronologically; others say list some specific jobs and summarize the rest. Some experts suggest listing personal information; others say stay away from that. Find a method you are comfortable with and follow it. ✕

Master Sgt. Lee is a writer for the American Forces Information Service.

Incentive Program Helps Place Prior Military as Teachers

By Master Sgt. Linda Lee

If you're leaving the military and considering a career in teaching, look at "Troops to Teachers," a new DoD program.

The program is aimed at service members and DoD and Energy Department civilians. It offers jobs teaching in hard-to-fill positions in low income or certain other geographical areas. Qualified individuals may receive up to \$5,000 from DoD to offset the costs of training leading to a teacher's certificate.

In addition, DoD will reimburse eligible school districts up to \$50,000 when they hire program participants for at least two consecutive years, said John Stremple, DoD's director of education.

"The purpose of the program is to relieve teacher shortages and to provide top quality teachers to schools

with a concentration of low-income families," said Stremple. However, DoD's main objective is to help military members leaving the service, as well as civilian employees leaving DoD or the Department of Energy, to obtain a teaching certificate and to find a job, he added.

Military members must apply for the program prior to separation, must have served at least six years and must receive an honorable discharge. Civilian employees may apply after receipt of a termination notice, but no later than 30 days after termination. Applicants must have a bachelor's degree.

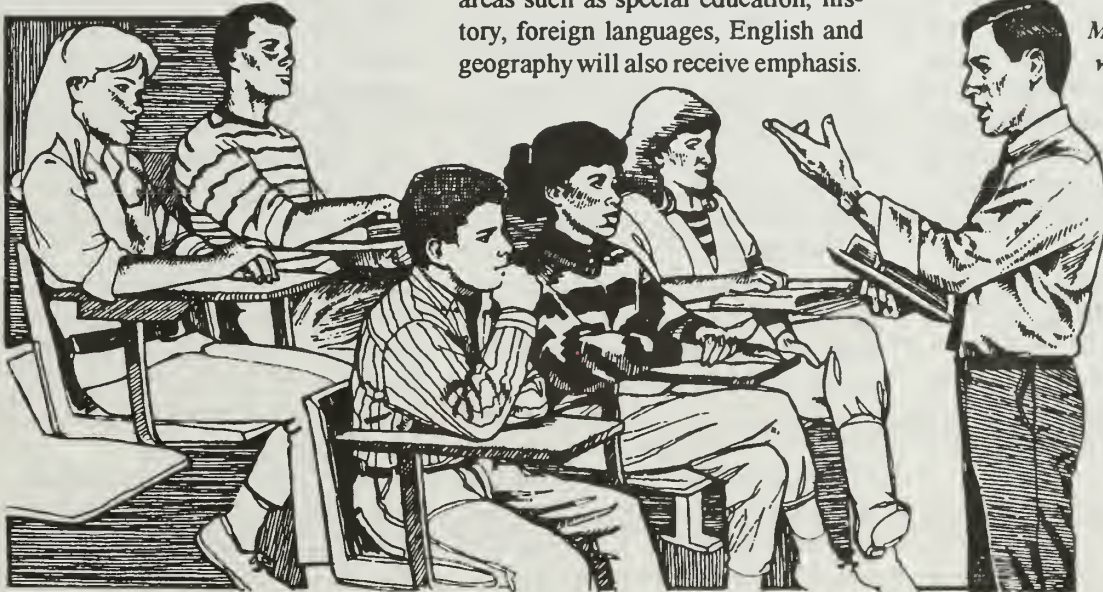
"In selecting participants, priority will be given to those applicants who have educational or military experience in science or mathematics and who agree to seek employment as teachers in elementary or secondary schools," said Stremple. However, areas such as special education, history, foreign languages, English and geography will also receive emphasis.

Selectees for the program, scheduled to run through Sept. 30, 1997, must meet the specific certification standards of the state where the school district is located.

"Each school district will decide whether a participant may be employed while obtaining the certification or if a certificate must be obtained first before employment," said the education director.

Stremple believes former military members offer much more to the American educational system than simply being able to teach a class. For example, he said, they are excellent role models, they add a real-life aspect to learning, and they have positive achievement attitudes.

Check with your local transition office and education center for more information. ✚



Master Sgt. Lee is a writer with the American Forces Information Service.

Yo-Yos Are Toys, Not Diet Strategies

By Evelyn D. Harris

"Never say diet" sums up the weight strategy of Lt. Col. Hannah Henley, a dietitian at Walter Reed Army Medical Center in Washington.

This means those who consider themselves too fat—or servicemembers who have been told to shed pounds—should look at modifying their lifestyles and eating habits for life. Going on a fad diet touted on late-night television or in a magazine is neither safe nor effective.

A recent study found that yo-yo dieting—losing and gaining 10 percent of total body weight in a regular back-and-forth cycle—is dangerous, said Henley. "Persons who lose and gain and lose again run a greater risk of heart attacks than those who maintain their bodies steadily with about 10 percent excess fat," she said.

Other studies indicate that starvation diets, followed by overeating, may make it more difficult to lose the regained weight.

Henley said that generally, the more slowly you lose weight and the longer the loss is maintained, the safer.

"People need to look at changing to those eating habits they can continue the rest of their lives, with slight modifications as their activity level changes," she said.

Because individuals are so different, it's hard to recommend a general calorie limit for everyone. Studies show the average man consumes between 2,360 and 2,640 calories a day. The average woman consumes between 1,640 and 1,800 calories.

"Still, if I were to tell a man I hadn't seen to eat 1,800 calories to lose weight, it could either be too many calories or

way too few, depending on his activity level," said Henley.

Losing three pounds a week is too many, unless someone is extremely overweight, she said.

"Losing about one to two pounds a week is safe," she said. "If you lose faster than that, you may be losing glycogen (sugar) stored in the muscle along with water. The loss of glycogen will leave you with no energy. When you replace the glycogen, you'll take on more fluid, which will show up on the scale as a weight gain. You could become discouraged and give up."

Henley said every service has different weight standards, and servicemembers with real weight problems will be assigned to their service's weight program for appropriate guidance.

"I'm just giving recommendations for people who are concerned with feeling and looking healthy," she said.

Henley advised following the dietary recommendations in the U.S. Department of Agriculture's food guide pyramid, issued last year.

The guidelines include reducing salt and keeping total fat intake below 30 percent of daily calories. Eat five servings from the vegetable and fruit groups and lots of complex carbohydrates. Choose leaner meats, fish and lower-fat dairy products for protein and calcium.

While nuts are a good source of protein, they are high in fat, so eat them sparingly. Limit alcohol to two cans of beer, two small glasses of wine or two average cocktails per day.

Also, by next year, products in commissaries and grocery stores will carry nutrition labeling to help people see how the products fit into a healthy diet. Many grocery stores and commissaries already have nutrition informa-

tion charts in their produce aisles and by fish and meat sections.

"Vegetables, fruits and complex carbohydrates such as whole grain breads are 'secret weapons' for anyone trying to maintain a healthy weight," Henley said. "They are filling and satisfying because they are high in fiber, but generally lower in calories."

A famous exception is the avocado, which contains a whopping 12 grams of fat. Still, if you love them, eat them in moderation, she suggested.

"We dietitians advise 'eating in moderation' so often I feel like a broken record," laughed Henley.

She also recommended that you avoid fooling yourself. Don't count premium ice cream as one of your dairy servings, and don't count donuts as your carbohydrate. "These foods have their place as occasional treats, but shouldn't be a foundation of your diet," Henley said.

Artificial sweeteners have their place for diabetics, but many people drink diet sodas with high-calorie desserts.

"Americans are eating the same amount or slightly more sugar today as they were before artificial sweeteners were widely available," said Henley. "Still, for most Americans, artificial sweeteners are safe, in moderation."

Keeping fat consumption low is important for everyone, she said. "But don't be fooled by advertisements," she added. "One shortening maker billed its product as 'light' until the Food and Drug Administration said to stop. The company was talking about the color—it was no lower in calories."

"Fat is fat, whether it's butter or margarine. Even unsaturated fats are bad, in excess. A gram of fat contains nine calories, whether saturated or not."

A gram of carbohydrate or protein contains four calories. But proteins, such as meat and cheese, are often combined with fats, so dietitians advise people to load up on carbohydrates. Most Americans get more than adequate protein.

"If someone is only slightly overweight, say 10 pounds, I'm likely to suggest starting a regular exercise program. This helps ensure that the number of calories you burn equals the number you take in."

People with a severe weight problem should see a doctor, said Henley. "If

I were to suggest that someone who is 100 pounds overweight start jogging, I might be responsible for a death. So a medical checkup is in order before doing anything."

No one should go on a very low calorie diet—from 400 to 800 calories—without medical supervision, Henley stressed. Such diets can be extremely dangerous. According to the Food and Drug Administration, side effects range from severe—developing gallstones—to disturbing—dizziness, diarrhea or constipation, fatigue, muscle

cramps, bad breath, temporary hair loss, headaches, potassium deficiency and irregular menstrual cycles.

Once you achieve a healthy weight, Henley said, the best thing is to accept yourself. "If you worry about everything you eat, that's counterproductive. Food is to be enjoyed, not obsessed over." ❌

Ms. Harris is a writer for the American Forces Information Service.

Produce Nutrition Information Chart

■ Raw Fruits

	Total Calories	Protein	Carbohydrates	Total Fat	Dietary Fiber	Sodium	Vitamin A	Vitamin C	Calcium	Iron
	kcal	g	g	g	g	g	g	g	g	g
Apple, 1 med. (5.5oz/154g)	80	0	18	1	5	0	*	6	*	*
Avocado, 1/3 med. (2oz/55g)	120	1	3	12	2	5	*	5	*	*
Banana, 1 med. (4.5oz/126g)	120	1	28	1	3	0	*	15	*	2
Cantaloupe, 1/4 med. (5oz/134g)	50	1	11	0	0	35	80	90	2	2
Cherry, Sweet, 21 cherries, 1 c. (5oz/140g)	90	1	19	1	3	0	*	10	2	*
Grape, 1 1/2 c. (5oz/138g)	85	1	24	0	2	3	3	9	2	2
Grapefruit, 1/2 med. (5.5oz/154g)	50	1	14	0	6	0	6	90	4	*
Honeydew, 1/10 med. (5oz/134g)	50	1	12	0	1	50	*	40	*	2
Kiwifruit, 2 med. (5.5oz/148g)	90	1	18	1	4	0	2	230	4	4
Lemon, 1 med. (2oz/58g)	18	0	4	0	0	10	*	35	2	*
Lime, 1 med. (2.5oz/67g)	20	0	7	0	3	1	*	35	2	2
Nectarine, 1 med. (5oz/140g)	70	1	16	1	3	0	20	10	*	*
Orange, 1 med. (5.5oz/154g)	50	1	13	0	6	0	*	120	4	*
Peach, 2 med. (6 oz/174g)	70	1	19	0	1	0	20	20	*	*
Pear, 1 med. (6oz/166g)	100	1	25	1	4	1	*	10	2	2
Pineapple, 2 slices (3" dia., 3/4" thick), (4oz/112g)	90	1	21	1	2	10	*	35	*	*
Plum, 2 med. (4.5oz/132g)	70	1	17	1	1	0	9	20	*	*
Strawberry, 8 med. (5.5oz/147g)	50	1	13	0	3	0	*	140	2	2
Tangerine, 2 med. (2 3/8" diameter) (6oz/168g)	70	1	19	0	2	2	30	85	2	*
Watermelon, 1/18 med. (2 c. diced), (10oz/280g)	80	1	19	0	1	10	8	25	*	2

(Data source: FDA)

* Contains less than 2 percent of U.S. RDA

Total Army Newsline...

News of interest to members of the Total Army ... Active, Reserve, Guard and DA Civilians

Compiled by Maj. Donna L. Walthall

Army Encourages Pollution Prevention

As a leader in protection of the environment, the Army's goal is to eliminate pollution at all levels.

Whenever possible, supply units and Directorates of Logistics should requisition items that are environmentally safe. Use of such items can contribute significantly to installation pollution prevention.

The U.S. Navy, in conjunction with Natick Labs, has developed a list of common plastic items which can be replaced by non-plastic alternatives. Items on this list are biodegradable, compostable and non toxic.

The following items are available from GSA and have installation-wide application:

- a new hot drink, non-plastic, paper cup that can be used in lieu of styrofoam cups for hot or cold beverages,
- wooden coffee stirring sticks that can be substituted for plastic stirring sticks,
- A wet-strength, paper trash bag, that can replace plastic premium quality bags,
- cellulosic/wadding cushioning, that can be substituted for plastic bubble wrap, and
- an asphalt-laminated paper packing list envelope that can be used in lieu of plastic packing list envelopes.

The GSA catalog highlights other environmentally beneficial items and is available free by calling (817) 334-5215 or DSN 739-7369. (DALO)

Two AMSC Dates Left for FY94

There are two course dates left for civilians wanting to attend the Army Management Staff College during fiscal year 1994.

■ Suspense date for class 94-2, to be held May 10 through Aug. 12, 1994, is Nov. 15, 1993.

■ Suspense date for class 94-3, to be held Sep. 13 through Dec. 16, 1994, is Mar. 18, 1994.

This program is open to GS/GM-13-15 employees and exceptional GS-12 employees.

The AMSC provides advanced professional development across functional areas such as acquisition, resource, personnel, logistics and installation management.

It covers TDA organizations such as installations, major headquarters, depots, research and development centers and medical centers in the continental United States and overseas.

The curriculum focuses on managers and leaders who will advance to fill key positions in this environment at both the operating and staff levels.

For more information, contact your career program manager or supervisor. (AMSC)

Help for Property Shipment Problems

You've been reassigned from Germany to Fort Lewis, Wash. Unfortunately, your car was shipped to Zimbabwe.

Servicemembers and civilians who experience government transportation

problems can now call a toll-free number for help.

The Military Traffic Management Command has established a customer service center to help individuals with property shipment, domestic freight, international cargo and passenger travel problems that haven't been solved through normal channels.

The center, located in Virginia, isn't meant to replace the local chain of command or installation transportation offices, said Air Force Maj. Michael A. Cohen, the center's chief.

"This will provide customers with the means of referring questions, issues or complaints not resolved at the installation level and to obtain assistance when other actions have not worked to the customer's satisfaction," said Cohen.

The center, which has a goal of solving problems within 24 hours, has specialists in each transportation field. For example, one individual handles passenger movement problems, while another deals with household goods movement.

Recent cases included gypsy moths in household goods, a privately-owned vehicle stranded at a port for six months, discrimination problems and fraud, waste and abuse complaints.

The center idea developed through total quality management initiatives, said Cohen.

"We are filling a void that has existed for a long time," he said. "We take pride in letting the customer know that the buck stops here."

The office is open Monday through Friday, excluding holidays, from 7:30 a.m. to 4:30 p.m. EST. The toll-free



telephone number is (800) 756-6862; facsimile, (703) 756-2140. Or write to:

HQ MTMC/MTOP-OSC
Customer Service Center
5611 Columbia Pike
Falls Church, VA 22041.

(American Forces Information Service)

New Army Mailing Addresses

The Assistant Secretary of Defense (Production and Logistics) has directed that all military mail delivery locations must have addresses that include a zip + 4 mail code. Most Department of Defense addresses are not compatible with the United States Postal Service automation requirements. This prevents DoD from taking advantage of many postal discounts. As a result, the Department of Army developed a plan that converts all Army facility addresses to zip + 4 codes. The plan designated Forts Belvoir, Sill and Huachuca as pilot installations to change to the new mail system. Full Army-wide implementation will be completed by Dec. 31, 1994.

Official mailing addresses, both delivery and return, must be formatted as follows:

■ The mailing address is limited to five lines.

■ Each line will be limited to 25 characters, including spaces.

■ The mailing address must be typed in uppercase letters.

■ The mailing address must be

printed by mechanical means, e.g., typewriter, word processor, personal computer printer or commercially printed. No hand printing or rubber stamps are permitted.

■ All punctuation will be left out except for the hyphen in the zip + 4 code.

■ The two spaces normally inserted between the state abbreviation and the zip + 4 code are limited to a single space.

■ The attention line will be placed on the third line. The colon normally inserted following the abbreviation *ATTN* will be omitted and replaced by a single space followed by the office symbol. Hyphens will not be used in the office symbol. A single space will be inserted where the hyphen would normally appear; for example, *ATTN IAIM RP P*.

■ All lines of the address will be formatted with a uniform left margin.

(DCSIM)

Officer Selection Board Schedule — Jan. - Mar. 94

The following board dates for the first three months of 1994 have been released:

<u>BOARD</u>	<u>DATE</u>	<u>BOARD</u>	<u>DATE</u>
<u>Promotions</u>		<u>Command</u>	
<i>General Officers</i>		<i>Colonel</i>	
Maj. Gen.	15 - 17 Feb.	Combat Service Spt.	4 - 14 Jan.
USAR Assignment	25 - 28 Jan.	Combat Spt.	11 - 21 Jan.
<i>Lieutenant Colonel</i>		Combat Arms	18 - 28 Jan.
Army Category	4 Jan. - 4 Feb.	Project Manager	8 - 18 Feb.
Chaplain	4 - 7 Jan.	Army Med. Dept.	8 - 25 Feb.
Army Med. Dept.	15 - 25 Feb.	<i>Lieutenant Colonel</i>	
Med./Dental Corps	15 - 25 Mar.	Product Manager	15 - 25 Mar.
<i>Major</i>		<u>Schools and Training</u>	
AMEDD	25 Jan. - 4 Feb.	<i>Senior Service College</i>	
JAG	18 - 21 Jan.	Army	1 - 25 Mar.
<i>Captain</i>		<u>Career Status</u>	
Chaplain	4 - 7 Jan.	<i>Joint Duty Credit</i>	
JAG	18 - 21 Jan.	Specialty Officer	15 - 25 Mar.
<u>Reduction in Force</u>			
Special Branch	25 Jan. - 4 Feb.		
Company Grade	1 - 18 Feb.		
Warrant Officer	8 - 25 Feb.		



CLASSIC WWII HUMOR RETURNS

WILLIE & JOE *Bill Mauldin*



"So I told Company K they'd just have to solve their own replacement problem."

Bill Mauldin achieved international fame as the youngest person ever to win a Pulitzer Prize with his famous World War II editorial cartoons. Though Willie and Joe were soldiers, servicemembers of all branches could see themselves in their cartoons. Now 50 years after Mauldin brought Willie and Joe to the pages of the *Stars and Stripes* newspaper, they speak again to a new generation. (Copyright 1946 by Bill Mauldin, used with permission.)

WWII CHRONOLOGY, OCTOBER 1943

1 (S) Admiral Halsey informs General MacArthur of his decision to invade Bougainville at Empress Augusta Bay on 1 Nov. and is promised maximum air assistance from southwest Pacific area.

6 (S) Action in central Solomons comes to a close. Elements of 27th Infantry, 25th Division, make unopposed landing on Kolombangara during morning. U.S. casualties during the central Solomons campaign total 1,094 killed and 3,873 wounded. Enemy dead, except on Vella Lavella, total 2,483. The campaign yields Allied forces four airfields (Munda, Barakoma, Ondonga, and Segi).

13 (Italy) Italy formally declares war on Germany, thereby becoming a co-belligerent of the Allies.

19 (Int.) Conference between Soviet, British and U.S. foreign ministers opens in Moscow.

22 (M) Gen. Eisenhower is notified that the Fifteenth Air Force will be established under his command, effective 1 Nov.

30 (Int.) Foreign ministers' conference ends in Moscow after considering politico-military issues. Although tripartite, Chinese representatives participated in some phases. Conferees agree to de-

mand "unconditional surrender" of Germany and establish a world peace organization. Discussions lead to later establishment in London of European Advisory Commission to study and make recommendations on problems relating to the end of war in Europe.

Event Locations:

- (Int.) International Conference
- (Italy) Italy
- (M) Mediterranean
- (S) Solomon Islands

Source: United States Army in World War II, Special Studies, Chronology 1941-1945, Office of the Chief of Military History, Department of the Army, Washington, D.C., 1989.

Calendar of Events

October 1993

Energy Awareness Month
Adopt-A-Shelter-Dog Month
Campaign for Healthier Babies Month
National Disability Employment Awareness Month
Domestic Violence Awareness Month

- 3 - 9 Fire Prevention Week
- 4 Child Health Day
- 11 Columbus Day (Federal Holiday)
- 13 U.S. Navy Birthday (1775)
- 16 Boss's Day
- 16 Sweetest Day
- 16 World Food Day
- 17 Army Ten-Miler, Washington, D.C.
- 18 - 20 AUSA Annual Meeting, Washington, D.C.
- 20 - 22 Fall Army Commanders' Conference,
Washington, D.C.
- 24 United Nations Day
- 31 Daylight-saving time ends (2 a.m.)
- 31 Halloween

November 1993

Native American Heritage Month
Aviation History Month
National Diabetes Month
International Creative Child & Adult Month

- 2 Election Day
- 11 Veterans Day (Federal Holiday)
- 14 - 20 American Education Week
- 18 "Great American Smokeout"
- 18 Mickey Mouse's Birthday
- 19 Have a Bad Day Day
- 21 - 27 National Adoption Week
- 25 Thanksgiving Day
- 26 INSCOM Training Holiday

1993

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DEC

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COMMANDER
USA INSCOM
8825 BEULAH STREET
ATTN IAPAO
FORT BELVOIR VA 22060-5246



FLARE

Columbus Discovers America!

In recognition of Christopher Columbus' discovery of the Americas on Oct. 12, 1492, the United States, parts of Canada, and several Latin American Republics have designated Oct. 12 as Columbus Day. This year, the United States will observe Columbus Day on Oct. 11.

S A N T A M A R I A P L A M P R U L K A R T Z M A R C
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Words may be read straight across, backward, up, down or diagonally.

CHRISTOPHER
MARINER
FERDINAND
CANARY ISLANDS
HISPANIOLA
LESSER ANTILLES
CONVICTS
NAVIGATORS
MAROONED
EXPLORATION

COLUMBUS
BARTHOLOMEW
ISABELLA
NINA
ADMIRAL
VIRGIN ISLANDS
COLONISTS
AMERIGO VESPUCCI
VOYAGE
MEDITERRANEAN

DISCOVERER
PINTA
GRANADA
WATLING ISLAND
GOVERNOR GENERAL
AMERICA
NEW WORLD
EXPEDITION
HARDSHIPS
PORTUGAL

ITALY
JOHN II
SANTA MARIA
CUBA
CADIZ
JAMAICA
TRINIDAD
HONDURAS
CHART MAKER
SPAIN